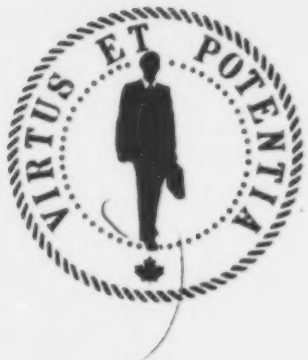

BOB LEIGHTON & ASSOCIATES LTD.

MANAGEMENT CONSULTANTS

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Proposal/Discussion Paper

On

Regional Policing in the G.V.R.D.

Prepared By: Bob Leighton & Associates Ltd.

July, 1988
Ref: A4.89/2089

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1.0 INTRODUCTION

The focus of the proposal/discussion paper is on 'Regional' or 'Metropolitan' policing for the Greater Vancouver Regional District. Before any 'Regional' or 'Metropolitan' policing concept can be evaluated, it is important and necessary to understand how police services are currently structured and delivered not only in the G.V.R.D. but also throughout British Columbia.

For the purpose of this proposal/discussion paper only, the structure of policing has been defined as the federal and provincial legislative authority currently in place which specifies the authority and responsibility (how and why), while the delivery of policing services is defined as the specific geographic police detachment (where) and force (who) operating in each municipality within the G.V.R.D.

Appendix I figures 1, 2, 3 & 4 illustrate the basic structure and delivery of essentially four (4) types of policing within the G.V.R.D.

(1) Federal Policing

Federal policing is provided throughout the G.V.R.D. by R.C.M.P. members reporting to the R.C.M.P.'s "E" Divisional (British Columbia) Headquarters.

Federal policing services are controlled by the R.C.M.P. alone. There is no provincial or local government input. All costs are borne by the federal government. Delivery is primarily through the R.C.M.P.'s "E" divisional headquarters. The Vancouver International Airport currently has a federal R.C.M.P. Unit. It is unknown what changes will apply when the Airport is transferred to provincial jurisdiction (probably provincially contracted R.C.M.P.).

(2) Provincial Policing

Provincial policing in the G.V.R.D. is provided by R.C.M.P. members assigned to the provincial force by the R.C.M.P.'s "E" Divisional Headquarters in agreement with the Provincial Solicitor General (Police Services Branch).

1.0 INTRODUCTION (cont'd)

Provincial policing services are primarily controlled by the R.C.M.P. but have provincial government input. Policing services are provided to:

- The University Endowment Lands (Electoral Area "A");
- Lions Bay, Belcarra, Anmore and all of Electoral Area "B";
- Bowen Island (Electoral Area "C");
- The Port Mann Freeway;
- The Deas Isle Freeway;
- The Squamish Highway;
- The Coordinated Law Enforcement Unit; and
- A Marine Services Unit.

Costs are borne by the provincial and federal governments ... 1988/89 66% provincial, 34% federal.

(3) Municipal Policing (contracted R.C.M.P.)

Municipal (R.C.M.P.) policing in the G.V.R.D. is provided by R.C.M.P. members assigned to a municipal force by the R.C.M.P.'s "E" Divisional Headquarters in agreement with the Provincial Solicitor General (Police Services Branch) and the municipality.

Municipal (R.C.M.P.) policing services are basically controlled by the R.C.M.P.'s "E" Division with provincial and municipal input. Services are provided to:

- Burnaby;
- Coquitlam & Port Coquitlam;
- North Vancouver City & District;
- Richmond;
- Surrey; and
- White Rock

Costs are borne by the federal and municipal governments ... 1988/89 66% municipal, 34% federal.

1.0 INTRODUCTION (cont'd)

(4) Municipal Policing (Municipal Forces)

Municipal policing in the G.V.R.D. is provided by municipal forces which (in each case) are controlled by a Police Chief and a 5 member Municipal Police Board. Annual budgets are approved by each municipal council. Policing standards are set by a 3 member B.C. Police Commission, which also controls the training standards of municipal police officers through the B.C. Police Academy.

Municipal police services are provided by:

- Vancouver;
- Delta;
- New Westminster;
- West Vancouver; and
- Port Moody

All costs are borne by the municipality.

In addition to the foregoing, it is important to be aware that there are numerous other "Policing" entities operating in the G.V.R.D. The uninformed reader is encouraged to review Appendix I and II before proceeding further.

2.0 SUMMARY

The challenges facing policing in the G.V.R.D. are formidable. Justice reform, changing public attitudes, technology, accelerated urbanization, economic constraint, etc. will continue to have an impact on how the law is enforced (to a greater or lesser extent). The structuring and delivery of police services in the G.V.R.D. must be highly attuned and adaptable to these evolving changes.

The current delivery of police services in the G.V.R.D. is not consistent (R.C.M.P. vs municipal forces), expensive and somewhat complicated and confusing because of fragmented and, to some extent, overlapping jurisdictions. The present situation has evolved historically in parallel with municipal incorporation and urban growth in conjunction with federal and provincial legislation. Each police force (whether R.C.M.P. or municipal) operates within its own jurisdictional boundaries and attempts to sustain its own operations. Coordination of police activity among these forces tends to be sporadic and informal (even for autonomous R.C.M.P. forces). Municipal boundaries which confine police operations to a particular area do not, however, hinder the movement of criminals. They are free to move from one municipality to another without regard for these artificial configurations. Because of these political boundaries, the criminal element, to some extent, is provided with sanctuary from effective police action.

Retaining the current structure and delivery of policing services requires a more co-operative attitude amongst the G.V.R.D. municipalities to seek alternative means to solving the immediate policing concerns and future economic and service problems. New approaches and perhaps action-oriented programs need to be developed and implemented. Conversely however, the development of a viable "Regional" approach to law enforcement is an alternative means to providing an improved structure and cohesive delivery of policing services.

Regional structuring and delivery of police services in the G.V.R.D. has received considerable attention over the years. Regional policing continues to be highly controversial. Regardless of size, financial resources or proximity to other jurisdictions, most of the municipalities in the G.V.R.D. continue to deem themselves capable of administering a complete law enforcement program within their respective boundaries. This is the case

2.0 SUMMARY (cont'd)

whether the municipality has its own police force or contracts for R.C.M.P. services. The central issue is of course money... the continued availability of 10-15% subsidized municipal contracted R.C.M.P. forces and 100% subsidized provincial contracted R.C.M.P. forces as opposed to 100% non-subsidized municipal forces ... who pays and how long can inequities and/or increases be tolerated?

Regardless, the development and implementation of a "Regional/Metropolitan" police force in the G.V.R.D. continues to be considered (by many) as a viable alternative to: (1) minimizing future cost increases; (2) bringing some equity to the funding of policing costs; and (3) providing some assurance that the metropolitan area of Vancouver has and will continue to have a coordinated, flexible and reliable policing infrastructure which will effectively and efficiently meet the growing and changing demands for service. In other words, control is with local government rather than with the federal R.C.M.P.

The objective of this proposal/discussion paper is to:

(1) Emphasize that there is a need to develop a contingency plan in the event that contracted R.C.M.P. forces are either not available or conversely are not "wanted" by G.V.R.D. municipalities and/or the province;

(2) Reiterate that the challenges of policing in the G.V.R.D., currently and in the years beyond, should and will be, best met by a consolidation of manpower, equipment, resources and organizational characteristics of "Regionalized" policing;

(3) Point out that if a "Regionalized" police force is to become a reality in the G.V.R.D., then the authority, accountability and responsibility of Regional Government must also be given in terms of government reform; and

(4) Demonstrate the effort required in terms of manpower and dollars to develop a detailed contingency plan for future approval and implementation of a "Regional/Metropolitan" police force for the G.V.R.D.

2.0 SUMMARY (cont'd)

At the request of Mr. Michael O'Connor, Regional Manager of the Greater Vancouver Regional District, Bob Leighton & Associates Ltd. has developed the following proposal which provides the basis for undertaking the development of a detailed contingency plan (for regional structuring and delivery of police services) over a nine (9) month period at an estimated cost of $175,000.

The proposal contains basic conclusions and recommendations with respect to those major issues of "Regional" policing which must be addressed in developing a contingency plan for approval and implementation.

3.0 CONCLUSIONS

3.1 The R.C.M.P.'s contractual relationship with the province and various G.V.R.D. municipalities will terminate March 31st, 1991. Decisions to extend these contracts beyond March of 1991 (by these municipalities, the Solicitor General and the R.C.M.P.) are required to be made by March 31st, 1989 ... less than 12 months away. Negotiations are currently underway between the Solicitor General's Ministry of the province and the R.C.M.P. The R.C.M.P. are not prepared to commit to anything until after the next federal election. The province wants to extend the contracts but desires more control financially and in the deployment of R.C.M.P. manpower throughout the provincial and municipal forces.

A 1977/78 Federal Task Force Report stated that within the next decade, the R.C.M.P. could conceivable withdraw from providing contracted services to large municipalities. That possibility still exists today (even though the R.C.M.P. say it does not). Such a decision will have a major impact on policing in the G.V.R.D. which has five (5) of the largest R.C.M.P. municipal detachments in Canada. Neither the province, the G.V.R.D. nor any of its member municipalities has a contingency plan as a negotiating benchmark or as a future strategic plan. Should the Solicitor General's Ministry be unsuccessful in its negotiations with the R.C.M.P. (i.e. if the province decides not to continue contracts with the R.C.M.P. like Ontario & Quebec or the R.C.M.P. decides not to continue its services), the G.V.R.D. municipalities affected will find themselves in an ackward position.

3.2 Policing in the G.V.R.D. is and will continue to be an expensive public service. To retain the status quo in the structure and delivery of services means that policing will continue to consume an ever-increasing proportion of municipal expenditures (see Appendix II). Conversely, the quality and level of services will follow a declining trend because of:

- the jurisdictional overlapping and fragmentation (e.g. each municipality attempting to sustain its own policing force independent of the other);

- a strain on resources due to cost cutting measures (e.g. the contractually agreed to decreasing federal government share of R.C.M.P. costs) and increased pressures to keep costs down and at the same time meet a growing demand for additional services arising from an accelerated rate of urbanization (e.g. rising economic and social problems ... an increasing rate of crime coupled with a declining serious crime clearance rate); and
- a breakdown in public communications brought about by a greater emphasis on complex technology and new methods (e.g. computer crime ... long standing principles and practices of prevention, deterrance, investigation, organization and the like are subject to drastic change ... if not a complete metamorphosis).

In British Columbia almost twenty six (26) out of twenty eight (28) Regional Districts have (in effect) a "Regionalized" police force (i.e. Municipal and Provincial contracted R.C.M.P. which are controlled centrally through the R.C.M.P. "E" Division). The C.R.D. & G.V.R.D. alone are 'Non-Regional' or only partially "Regional". The G.V.R.D. has five (5) "Independent" municipal police forces among the five (5) Municipal and Provincial contracted R.C.M.P. detachments. Coupled with other railway, ports, federal, bridge, etc. policing, this structure is somewhat complicated and confusing because of fragmented and, to some degree, overlapping jurisdictions. In addition, inequities vis-a-vis cost sharing exist (see Appendix I & II).

"Regionalization" of police services in the G.V.R.D. will likely not reduce overall policing costs. The R.C.M.P. subsidy would be lost. It is anticipated, however, that "Regionalization" would to some degree offset this loss by providing economies of scale and a more efficient delivery of specialized or secondary police services including but not exclusively:

- Communications
- Records
- Identification
- Purchasing
- Equipment Maintenance
- Victims Services
- Internal Investigation
- Recruitment & Selection of Personnel
- Education & Training (for Recruits & In-House)
- Planning & Research Operations
- Technology Development & Use
- Crime Laboratory
- Detention Facilities
- Criminal Intelligence
- Staff Inspections

Moreover, local initiatives with respect to employment, training, suppliers, etc. would be recognized. There is some value to having a "home grown" police force ... people who know the community.

However, any local government which formally shares services with others will lose some freedom of individual action. This perceived disadvantage to consolidation or coordination must be offset by the need or expectation to improve the quality and level of service which is likely to result from such an association. Otherwise, it probably would not be prudent for one municipality to seek joint performance of a particular service with another. Moreover, economy should not be viewed as a prime factor in such an undertaking.

Coordination or consolidation of police services (through a regional approach) does not mean that the cost of performing these services will be lessened. Improvement of services (public safety increases) is the strongest argument in support of functional joint programs.

The police services division of the Solicitor General's Ministry has stated that:
"The Province believes that if the geography of an area accommodates an integrated delivery of police services, then the amalgamation of police forces will provide a more flexible, and therefore more responsive and more efficient police service. As a result, the Province encourages a more regional approach to policing where it is demonstrated that it would effect an improved delivery of police services to the citizens of a given geographic area."

A "Regional" approach would (of necessity) have to address the Province's concerns in addition to those issues outlined in more detail in Appendix III. Moreover, should the province desire "Regionalized" policing, a per capita subsidy from the Province to each municipality could provide the incentive to move in that direction, as was the case in Ontario.

3.0 CONCLUSIONS (cont'd)

A definition of "Regional" policing for the G.V.R.D. will have to be clearly articulated. The following definition may require appropriate amendments to fit a G.V.R.D. model:
"The concept of regionalization of policing is generally defined as an amalgamation of several independent municipal police forces located in a metropolitan area. The resulting regional force is financed by all the jurisdictions receiving regional policing services."

3.3 The G.V.R.D. essentially has what is commonly known as a "two-tier" system of local government. That is to say, the upper tier ... or Regional Government ... is given certain functions of local government in order to effect consolidation, while the constituent units ... the lower tier, or the individual Municipalities ... are left with other functions.

Should a "Regional" police force in the G.V.R.D. be a Regional government function or a municipal function? The guiding principle as to whether policing should be upper tier or lower tier, is easy to state, but difficult to put into practice.... The guiding principle is this: matters of purely local concern should be left to the lower tier, and matters of region-wide concern should be handled by the upper tier. The difficulty is ...how does one decide when and if a purely local function has become and should be of regional importance? There is no touchstone by which this can be decided. It is a matter of political or "prudential" judgement, exercised upon a number of conflicting criteria (see Appendix III and IV).

It is recognized that indirect election to the G.V.R.D. Board weakens the ability of individual members to devote sufficient time and attention to regional responsibilities. To add a "Regional" police function or any other function for that matter to these responsibilities, without having changed to at least some measure of direct election to the G.V.R.D. board, would probably be inappropriate. That is to say that reforms in Regional Government should be given consideration if a "Regional" Police Service for the G.V.R.D. is to be effectively implemented.

4.0 RECOMMENDATIONS

4.1 Given the possibility that contracted R.C.M.P. services may not be either available or wanted by the province or G.V.R.D. municipalities, it is recommended that a contingency plan begin immediately for the purposes of developing a "Regional" police force in the G.V.R.D. rather than several new municipal police forces.

4.2 It is recommended that several alternative approaches to the structuring and delivery of police services should be considered in the development of a "Regional" Police Services Contingency Plan. Reorganization should be tempered to preserve an acceptable measure of local control and at the same time eliminate the worst features of duplication and overlapping of jurisdictions.

4.3 It is recommended that potential efficiencies from possible Regional Government Reform be taken into consideration as a fundamental element in the development of a contingency plan for a "Regional" police force in the G.V.R.D.

5.0 ANTICIPATED BENEFITS AND RESULTS

5.1 By developing a long term phased plan, the G.V.R.D. and its member municipalities will be providing for contingencies in advance rather than taking a reactive position in controlling the structuring and delivery of G.V.R.D. policing services in the future.

5.2 By committing to the development of a detailed contingency plan for "Regionalized" police services, the G.V.R.D. and its member municipalities will be articulating to the public that they are committed to:

- Pursuing a more effective and efficient response to the basic Police mission of controlling crime and criminal elements within a framework of democratic law and justice; and
- Enhancing Regional economics by:
  - providing co-ordinated administrative and legislative planning vis-a-vis Police Services/Law Enforcement;
  - providing an infrastructure to develop co-ordinated Police Service Networks;
  - providing equity in terms of the cost sharing of Police Services; and
  - being able to provide the essential technological development (and the substantial investment therein) that is required in proportion to the mobility of offenders, computer crime, and the highly sophisticated and syndicated criminal element including their all-pervasive and ominous influence on society.

By looking at several alternative approaches to reorganizing, an acceptable level of local control can be preserved particularly as it relates to the patrol function of the Force. "The prime police mission is to act as the enforcement arm of the criminal justice system by protecting persons and property through advancing order with justice under democratic law. The means comprise authority, services and other constructive influences with the principal action arm being the patrol force. Police department activities other than patrol (investigation and training, for instance) have as their primary purpose the support of patrol activities.

5.0 ANTICIPATED BENEFITS AND RESULTS (cont'd)

By recognizing the distinction between basic Police Services (Patrol) and supportive services, G.V.R.D. municipalities can alter the existing organization framework in which Police Departments operate without endangering local control of the prime Police mission. That is, the supportive activities can be consolidated and coordinated at a 'Regional' level while reserving the important responsibility of providing necessary patrol service to each local municipality.

This may seem to be a departure from the usual manner in which the local municipalities provide services to their residents. However, similar patterns may be found in other regional governmental service activities, (e.g. water supply and sewerage facilities). In each of these illustrations, a local municipality receives outside assistance and then applies that assistance to suit individual needs and preferences and, generally, in a manner compatible with the need and preferences of neighbours."

In order for a "Regional" police force to become a reality in the G.V.R.D., the following decisions will have to be made by the G.V.R.D. Board and subsequently the province in the approval and implementation process of a contingency plan:

1. How much control does the G.V.R.D. ... the province ... wish to have? i.e. How much of the cost is the G.V.R.D. ... the province ... prepared to pay?;
2. What kind of police jurisdiction does the G.V.R.D. ... the province ... wish to see in the G.V.R.D.?; and
3. Most importantly, how strong is the G.V.R.D.'s ... the province's desire to have a 'Regional' Police Force.

The G.V.R.D. and the province will have to be prepared for some resistance to a "Regionalized" police approach, particularly on the part of the citizens of those communities who are used to having their own municipal police force (see Appendix IV). Specifically, the

5.0 ANTICIPATED BENEFITS AND RESULTS (cont'd)

G.V.R.D. would have to take the lead in responding to this resistance. It may be necessary to enact legislation to provide for a full "Regionalized" police force to be established (see Appendix VII).

5.3 Three (3) basic assumptions are necessary guidelines for analysis:

1. Consolidation of some functions of local government can occur without comprehensive reorganization of all local governments within the G.V.R.D.;
2. Local governments capable of providing municipal services, including Police, at a level desired by local residents will continue to do so, provided that service performance meets recognized standards (e.g. Patrol);
3. It is desirable to preserve as much local control of governmental services as is practicable without sacrificing reasonable quality and quantity of service.

"Regionalized" police services for the G.V.R.D. will involve more than the municipalities just working together in a common venture. The Federal, Provincial and Municipal Governments must jointly seek to improve the level of Police Service through a form of Regionalization which considers other efficiency pluses for local municipalities. Government reform through effective legislation must be in place to meet those requirements.

6.0 PROPOSED IMPLEMENTATION PLAN

6.1 This proposal/discussion paper should be endorsed by the G.V.R.D. Board of Directors.

6.2 The Ministry of the Solicitor General and the G.V.R.D. should co-sponsor the development of the contingency plan as a project.

6.3 The Ministry of the Solicitor General, the G.V.R.D. and their respective appointees should comprise the 'Contingency Plan Coordinating Body' or 'Quality Review Board'.

6.4 A Working Committee should be appointed to work with outside consultants. Committee management should include members from existing Boards of Police Commissioners, R.C.M.P., Municipal Administrators and the like. They would have the responsibility for the overall input quality of the planning process, including target dates, conversion costs determination, etc.

Committee researchers and analysts would include Police Chiefs, Senior Police Officers, Municipal Officers and the like (or their appointees) to provide information and assistance as required for specific group police functions during the assessment phase. For example:

Group A	Group B	Group C	Group D
. Federal Policing	. Support Services	. Records & Communication	. Police Bylaws
. Provincial Policing	. Admin. Services	. Public Relations	. Personnel Orientation
. Harbour Policing	. Tactical	. Supplies and Equipment	. Complaints
. University Policing	. Intelligence	. Purchasing and Tenders	. Prisoner Transport
. Airport Policing	. Canine	. Legal Services	. News Media
. Bridge Patrol	. By-Law Enforcement	. Personnel	. Police Force ... Regional Orientation
. Freeway Patrol	. Courts & Security	. Rules & Regul.	
. Organization	. Accommodation	. Training	
. Staffing	. Buildings	. Payroll & Benefits	
. Rank Structure	. Maintenance	. Police Association	
. Criminal Investigation Branch	. Mobile Equipment		
. Uniform & Patrol			

6.0 PROPOSED IMPLEMENTATION PLAN (cont'd)

NOTE:

- The Working Committee management in conjunction with the 'Contingency Plan Coordinating Body' would develop the terms of reference and provide the Working Committee reseachers and analysts with study parameters, time schedules and the desired objectives.
- The Working Committee is expected to provide resources as necessary from such personnel as available from the various forces or municipal departments as required.
- Staff assigned by the 'Contingency Plan Coordinating Body' would monitor and assist at all levels by providing the experience and information gathered from other jurisdictions, and generally acting in a liaison, coordinative and advisory capacity to the Working Committee.

6.5 The contingency plan should basically be developed as shown on the attached pert chart.

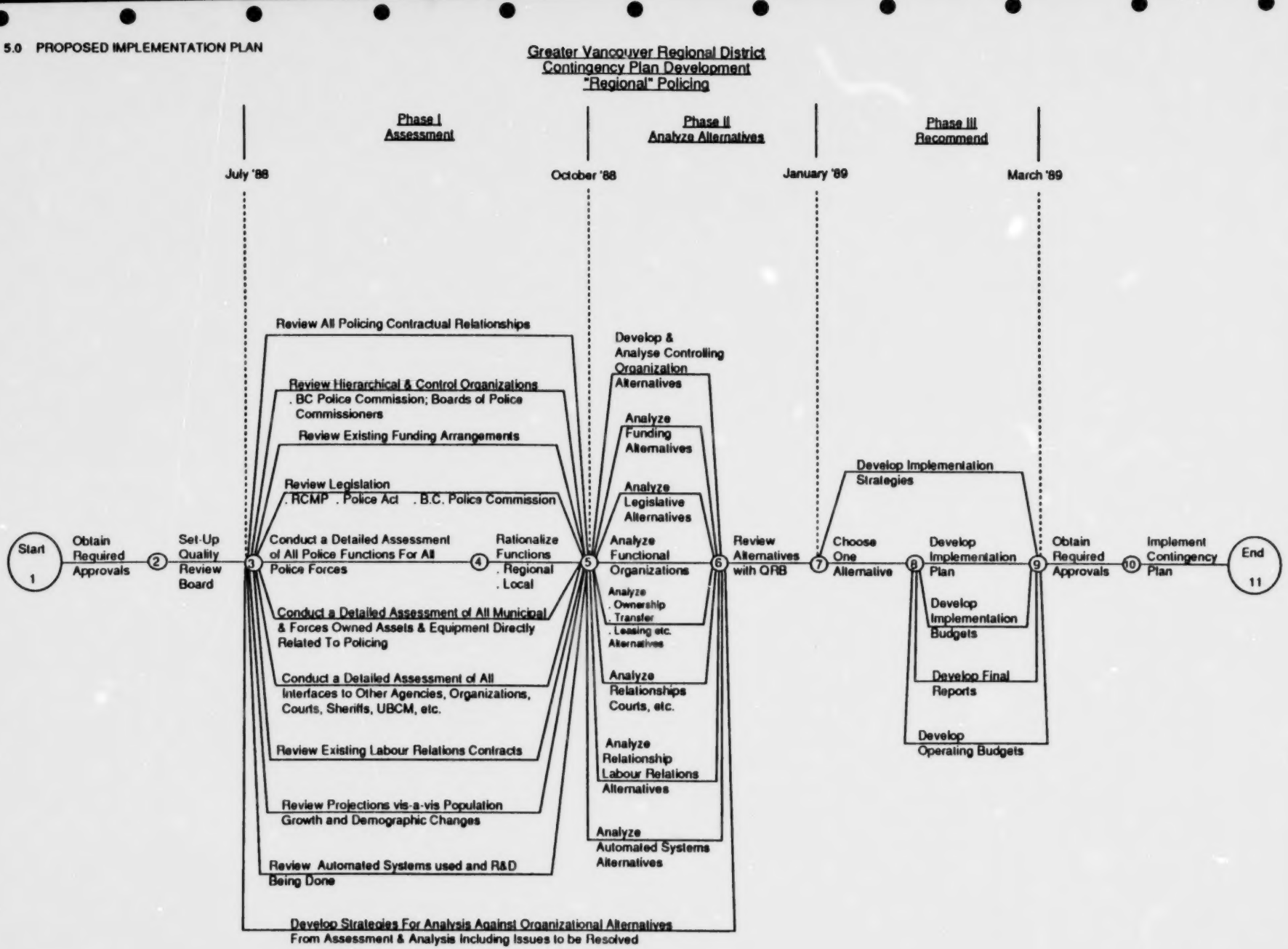
6.6 The proposed contingency plan should be endorsed in principle by the Provincial Government, the G.V.R.D. and its member municipalities.

6.7 In line with the approved contingency plan draft legislation should be developed by the Provincial Government (see Appendix VI).

6.8 A detailed and comprehensive implementation plan should be drafted for approval by the Provincial Government, the G.V.R.D. and member municipalities.

6.9 The approved implementation plan should be executed including passage of draft legislation.

5.0 PROPOSED IMPLEMENTATION PLAN



Contingency Plan/Assessment Tasks Checklist
"Regional" Policing For the G.V.R.D.

1. Statement of Rationale for "Regional" approach to policing in the G.V.R.D.
   .... provided by BL&A report.

2. Anticipated Benefits for "Regionalization of Policing" in the G.V.R.D.
   .... to Government (Provincial & Municipal)
   .... to the Public
   .... to the Regional Economics/Profile

3. Police Organizations
   - 5 Municipal Forces "Independent"
   - 8 Municipal R.C.M.P. Forces
   - 5 Provincial R.C.M.P. Detachments
   - 1 B.C. Police Commission
   - 5 Boards of Police Commissioners
   - 1 R.C.M.P. "E" Division
   - 2 Crime Laboratories
   - Harbour Policing
   - Airport Policing
   - Bridge Policing
   - Freeway Patrol

   For each organization we would develop and/or review:
   1. The history (evolution);
   2. A profile;
   3. A mission/purpose of how mandated; and
   4. An organization chart

4. Police Geography/a G.V.R.D. Profile
   - A macro view of the G.V.R.D. geographically, demographically, population/industrial and commercial growth
   - R.C.M.P. vs Municipal Forces profile
   - The dynamics of police services, the driving forces
   - A micro view.... how do services relate to geographic patrol areas
   - Are there opportunities to provide police services beyond the G.V.R.D. boundaries? ... to what extent?
   - How do services compare to other provinces?.... other U.S. municipalities/counties?

5. Policing Operations
   Within each of the 18 forces/detachments, some 20/21 functions will be reviewed and documented including details with respect to:
   1. Assets and equipment (i.e. who owns what? ... what is required to carry out the function in terms of assets and equipment ... e.g. trucks, cars, jails, guns, laboratory, uniforms, phyiscal plant, radio's, etc.)
   2. Interfacing with other agencies, organizations, the public, etc. (e.g. courts, sheriffs, U.B.C.M., by-law officers, federal R.C.M.P., private detectives, 911 system, fire, hospital/ambulance, etc.)
   3. Standards of service
   4. Statutory requirements (i.e. municipal, provincial & federal)
   5. Specialized labour resources and standard rankings
      - Labour relations contracts
      - Employees (members vs civilians)
        - Job descriptions of key positions (as appropriate)
        - Special skills
        - Assumption of union collective agreement
        - Will people be retained in new regional force? ... how?

6. Legal/Legislative Issues

A. Identification of Assets and Equipment to be Considered in the New Undertaking

I. Real Estate
- Municipal address and legal description
- Title
- Identification of owner/lessee
- Identification of title restrictions (if any)
- Identification of lease restrictions (if any)
- Zoning
- Unregistered agreements

2. Chattels/Equipment
- Description
- Location
- Leased/owned
- Clarification of tenure
- Mainntenance records and agreements

3. Intellectual Property
- Unique equipment
- Patents
- Ownership rights

B. Third Party Commitments

I. Contracts
- Use, service, purchase and sale agreements
- Long term commitments
- Termination provisions

2. Federal-Provincial Agreements
- Impact of "Regionalization" of an existing agreements
- Termination provisions

3. Provincial - Municipal Agreements
- Impact of "Regionalization" of an existing agreements
- Termination provisions

C. Legislation
- Mandatory statutory requirements
- Impact of "Regionalization"
- Police Act
- R.C.M.P.

7. Revenue/Expenditure Profile

A. Revenues
- Details of source(s) of existing revenues, operational budget, user charges, fees, contracts, other;
- Comparitive breakdown of revenue by "source";
- Identify seasonality of revenue streams (if any);
- Opportunities for enhancing revenues.

B. Expenditures
- Profile for 3-5 years
- Breakdown analysis
- Capital expenditures
- Contract expenditures
- Possible efficiencies

8. Industrial Relations Issues

- Do union contracts go with the force and/or assets? Provide copy of contract; summary and renegotiation dates
- What constraints will be placed on the "Regional" force?
- What safeguards are expected to be offerred to the members?
- Seniority rules R.C.M.P. vs Municipal
- Are there any constraints to hinder physical relocation of all or some members as a result of the reorganization of operations?

Excluded Members

- What rights, if any, will these employees have going into the new "Regional" organization? (e.g. severance rights associated with long time service)

9. Assessing the Effects of "Regionalization"

- G.V.R.D. will frequently be asked to explain the quantitative effects of "Regionalization"
- Main elements of simple reference points
  - # of employees who will be
    - . moved to other local government work
    - . take early retirement
    - . accepted into the new organization
    - . terminating by choice
- #'s required to purchase assets
- Expected tax revenues

7.0 DETAILS OF THE PROPOSAL

The proposal recommends the development of a contingency plan for future phased implementation of a 'Regional' Police Force in the Greater Vancouver Regional District. It recommends that the contingency plan be developed in three (3) phases over a nine (9) month period:

Phase I will result in completing a detailed review and assessment of specific policing organizational structures and functions (carried out by the various Police Forces & Policing Organizations in the G.V.R.D.) including but not limited to:

Police Operations

A. Field Operation Functions
- . Uniform Patrol
- . Traffic Control
- . Criminal Investigation
- . Vice
- . Youth/Juvenile Control
- . Tactical Force
- . Intelligence
- . Canine
- . By-Law Enforcement
- . CLEU
- . Fraud & Forgery

B. Administration & Support Services Functions
- . Support Services
  - Records and Communications
  - Courts & Security
  - Summons and Warrants
  - Identification
  - Property Management
  - Stores & Purchasing
  - Buildings and Lock-Up (i.e. Accommodation)
  - Management of Transport
- . Administrative Services
  - Research and Planning
  - Finance & Legal
  - Personnel Services (including staffing, rank structure, training, payroll, etc.)
  - Community/Public Relations
  - Crime Prevention

C. Legislative Control Functions
- . B.C. Police Commission (i.e. Provincial Policing)
- . Boards of Police Commissioners (5 at least)
- . R.C.M.P. "E" Division (i.e. Federal Policing)
- . Funding Formulas

Each function would be reviewed and documented (through a series of interviews, questionnaires and various policy procedure, budget, organization charts and job description documentation) utilizing the following format:

7.0 DETAILS OF THE PROPOSAL (cont'd)

Function

. Description of the Function

A. Objective (i.e. what is achieved?)

B. Policy base (i.e. why is it necessary?)

C. Roles of unit or function in the municipality (i.e. where and why it is performed there)

D. Present organization, staffing and expenditures (who, how, where and when performed)

E. Rational for function as a provincial/regional/municipal function (i.e. economy, efficiency/practicality, equity of service/finance, local autonomy, authority, accountability and responsibility)

. Five-Year Outlook for the Function

A. Factors dictated by external operating environment (e.g. interfaces to other Agencies, jurisdictions, etc.)

B. Factors dictated by financial priorities/objectives (e.g. systems used by the function ... possible measures of effectiveness and efficiency)

Following agreement as to the basic facts (for each function), viable delivery and organizational alternatives would be chosen for more detailed analysis (i.e. modelling alternatives).

Phase II will result in completing the analysis of each function as described in phase I by including:

. Service Delivery Alternatives;

. Service Organization Alternatives; and

. Major Planning Issues (e.g. taxing, voting and legislative change, etc.)

7.0 DETAILS OF THE PROPOSAL (cont'd)

Alternative organizational structures will be developed with the organization principles of theme, span of control, commensurate authority, responsibility and accountability and unity of command. Each proposed structure will be reviewed by a designated Quality Review Committee. In addition, labour relations, legislative and boundary impact statements resulting from each proposal will be prepared and discussed with the Quality Review Committee. An overall preliminary organizational proposal and management structure would then be developed for further review and approval.

Following this discussion and approval process, the preliminary organization proposal could be submitted to a series of sub-committees of the affected organizations (as agreed upon) to discuss and critically examine. The comments obtained would be reviewed, proposed changes documented and resubmitted to the Quality Review Committee for further discussion and final development and approval of an overall preliminary organization proposal.

Phase III will result in the preparation of detailed functional organizational charts and reports. An executive overview would be produced as well as a detailed report for each policing function. Each report would be reviewed by the Quality Review Committee before final publication and would contain:

- Conclusions concerning the present organization and delivery of each functional police service;
- Recommendations outlining the proposed reorganization of the function, including legislative impacts;
- Anticipated benefits and results of the revised organization, labour relations and legislative requirements;
- A detailed implementation plan to transfer the function from the present to any new organization. Each task in the implementation plan would imply who should perform the task, when and where it should be done and the cost associated with completion; and
- Supporting detail as required.

In addition to the reports, the project team would prepare Government submission (as required) outlining the costs of implementation and would assist as required in preparing information bulletins and other media explaining the new functional organization.

SCHEDULE A

DETAILED PROJECT BUDGET, DELIVERABLES AND ESTIMATES

Phase		Estimated Cost	Completion Date
I	Document Current Functions and Organizations		October, 1988*
	Fees (average $500/day)	87,000	
	Clerical	1,500	
	Expenses	2,000	
	Subtotal	90,500	
II	New Functions, Organizational Definitions and Preliminary Designs		January, 1989*
	Fees (average $500/day)	34,000	
	Clerical	1,500	
	Expenses	2,000	
	Subtotal	37,500	
III	Detailed Functions, Organizational Designs and Implementation Plan		March, 1989*
	Fees (average $500/day)	41,000	
	Clerical	1,500	
	Expenses	4,500	
	Subtotal	47,000	
	Total	175,000	

* Assumes 3-4 full time analysts working on the project.

GUIDELINE ESTIMATES

PHASE I - DOCUMENT PRESENT FUNCTIONS & ORGANIZATIONS

Task #	Activity Description	Man-Days Required
1.01	Organize a Quality Review Committee and notify members	1
1.02	Prepare a foil presentation outlining project methodology/schedule and present to Quality Review Committee	4
	**** For Each of Some 21 Functions and 18 Police Forces ****	
1.03	Establish project documentation and file structure (1 hr)	5
1.04	Brief project team members and review background material (1 hr)	5
1.05	Assist in preparing information bulletins to affected forces (1 hr)	5
1.06	Determine an interview list and notify people to be interviewed (1 hr)	5
1.07	Schedule interviews and maintain/reschedule (2 hrs)	9
1.08	Develop a questionnaire for function inventory, distribute and follow-up (1 hr)	5
1.10	Hold interviews (5 x 2 hrs in each case)	46
1.11	Prepare interview summaries (5 x 1/2 hr in each case)	11
1.12	Distribute interviews for review, revise returned interviews (1 hr)	5
1.13	Document the function (2 hrs)	9
1.14	Document alternatives for each function (2 hrs)	9
1.15	Document interfaces (2 hrs)	9
1.16	Document systems (2 hrs)	9
1.17	Develop function staff matrix for the major organizational unit (2 hrs)	9
1.20	Prepare summary of current boundaries/discrepancies working papers (1 hr)	5
	**********	
1.21	Prepare reestimate and revised project schedule, plan and costs	3
1.22	Funding review	1
1.23	Assist in preparing information bulletins to affected organizations	1
1.24	Hold weekly project meetings to report on progress and analyse interactions/dependencies (5 x 2 hrs each)	2
1.25	10% contingency	16
	Total Phase I	174

GUIDELINE ESTIMATES
PHASE II - NEW ORGANIZATIONAL DEFINITIONS AND PRELIMINARY DESIGNS

Task #	Activity Description	Man-Days Required
2.01	Evaluate 21 functions and decide on elementary activities	2
2.02	Prepare logical groupings of 21 functions	1
2.03	Examine impact of transferring 21 functions to new logical groupings	2
2.04	Prepare recommendations for 21 functions	1
2.05	Prepare recommendations for 21 systems	8
2.06	Prepare recommendations on boundaries	1
2.07	Prepare statement of organizational principles	2
2.08	Develop draft function structure for all organizational units	4
2.09	Prepare for meetings with the Quality Review Committee	3
2.10	Hold review meetings with the Quality Review Committee to review and discuss recommendations	6
2.11	Develop draft labour relations impact	3
2.12	Draft leglislative impact	3
2.13	Prepare list of new functions	1
2.14	Prepare list of any discontinued functions	1
2.15	Prepare list of bought functions	1
2.16	Prepare foil presentation summarizing function/structure and project status	1
2.17	Present to the Quality Review Committee and ob. in revisions	1
2.18	Revise draft function structure	1
2.19	Assist in preparing information bulletins to affected organizations	1
2.20	Submit changes to the Quality Review Committee and obtain approval	1
2.30	Establish and review sub-committee structures and obtain approval	2
2.31	Advise and brief sub-committee members	1
2.32	Prepare schedule of sub-committee meetings	2
2.33	Hold meetings with review sub-committees as required	2
2.34	Revise recommendations based on review sub-committee results	2
2.35	Examine revised recommendations for impact on organizational philosophy, labour relations and legislation	1
2.36	Submit revised recommendations to the Government Review Committee and obtain approval	1
2.37	Prepare final foil presentation	1
2.38	Present and obtain approval	1
2.39	Prepare reestimate and revise project schedule, plan and costs	1
2.40	Funding review	1
2.41	Assist in preparing an information bulletin to affected organizations	1
2.42	Hold weekly project meetings to report on progress and analyse interactions/dependencies (5 x 2 hrs each)	2
2.43	10% contingency	6
	Total Phase II	68

GUIDELINE ESTIMATES

PHASE III - DETAIL ORGANIZATIONAL DESIGNS AND IMPLEMENTATION PLAN

Task #	Activity Description	Man-Days Required
3.01	Prepare draft anticipated benefits and results	2
3.02	Prepare detailed organization charts	4
3.03	Prepare new/revised functional job descriptions and preliminary ranking	10
3.04	Prepare staff lists of promotions/enhancements demotions/restrictions transfers (equivalencies) redundancies vacancies union/non union changes	10
3.05	Summarize labour relations impacts	2
3.06	Summarize leglislative impact	2
3.07	Determine preliminary space requirements	3
3.08	Prepare five year budgets	10
3.09	Prepare detailed implementation plan, including what, who, when, where and cost of tasks	10
3.10	Prepare final recommendations, conclusions and anticipated benefits, results and costs, highlighting changed recommendations	10
3.11	Review changed recommendations and obtain approval	2
3.12	Prepare Treasury Board submission	1
3.13	Assemble final reports and proofread/prepare for printing	4
3.14	Assist in preparation of organizational training media	3
3.15	Hold weekly project meetings to report on progress and analyse interactions/dependencies (5 x hrs each)	2
3.16	10% contingency	7
	Total Phase III	82

Appendix I

An Overview of "Policing"
..... in the G.V.R.D.
..... in British Columbia

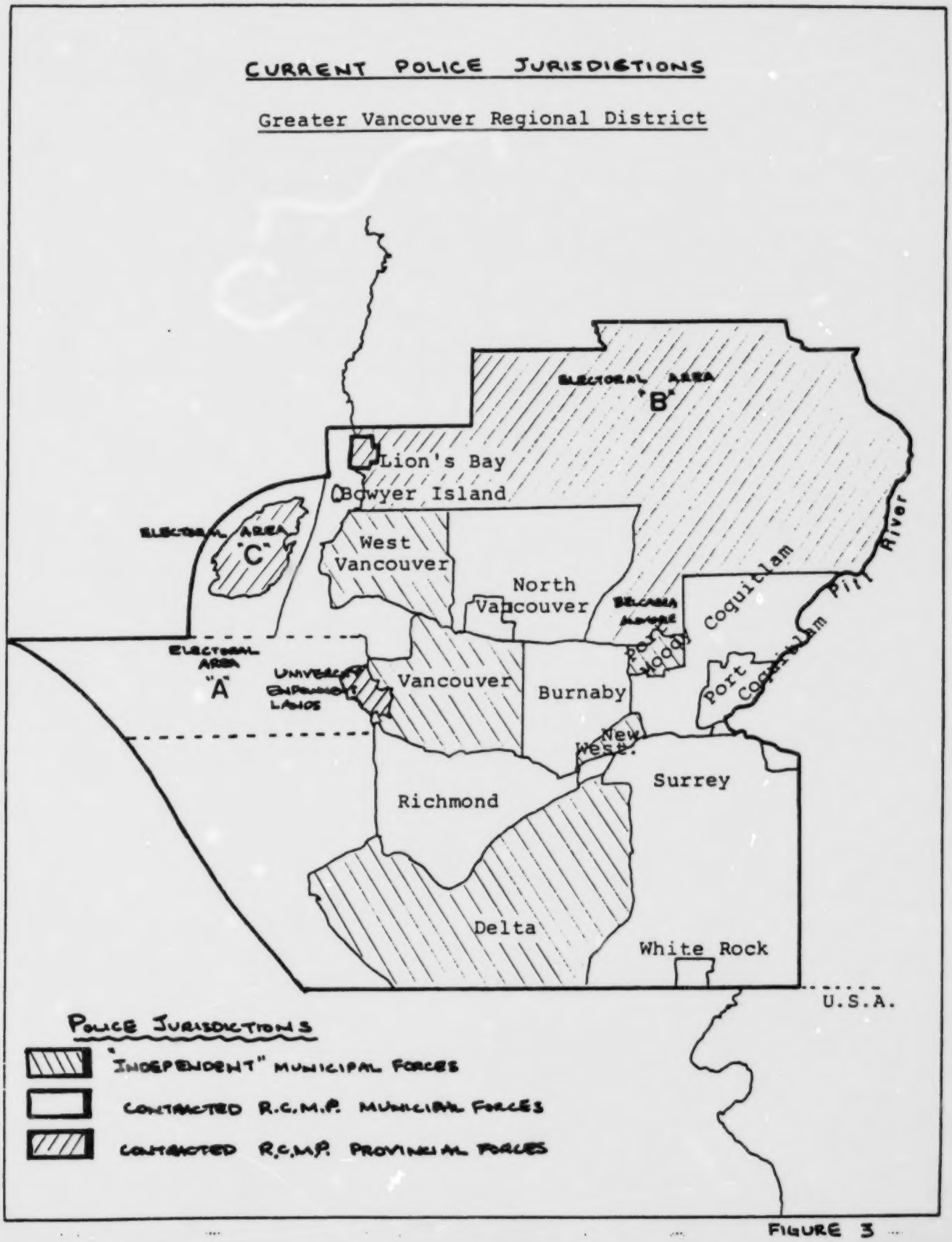

CURRENT POLICE JURISDICTIONS
Greater Vancouver Regional District
ELECTORAL AREA "B"
Lion's Bay
Bowyer Island
ELECTORAL AREA "C"
West Vancouver
North Vancouver
Coquitlam
Pitt River
Port Moody
Port Coquitlam
ELECTORAL AREA "A"
UNIVERSITY ENDOWMENT LANDS
Vancouver
Burnaby
New West.
Surrey
Richmond
Delta
White Rock
U.S.A.
POLICE JURISDICTIONS
"INDEPENDENT" MUNICIPAL FORCES
CONTRACTED R.C.M.P. MUNICIPAL FORCES
CONTRACTED R.C.M.P. PROVINCIAL FORCES

FIGURE 3

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Basic Structure of Policing in the G.V.R.D.

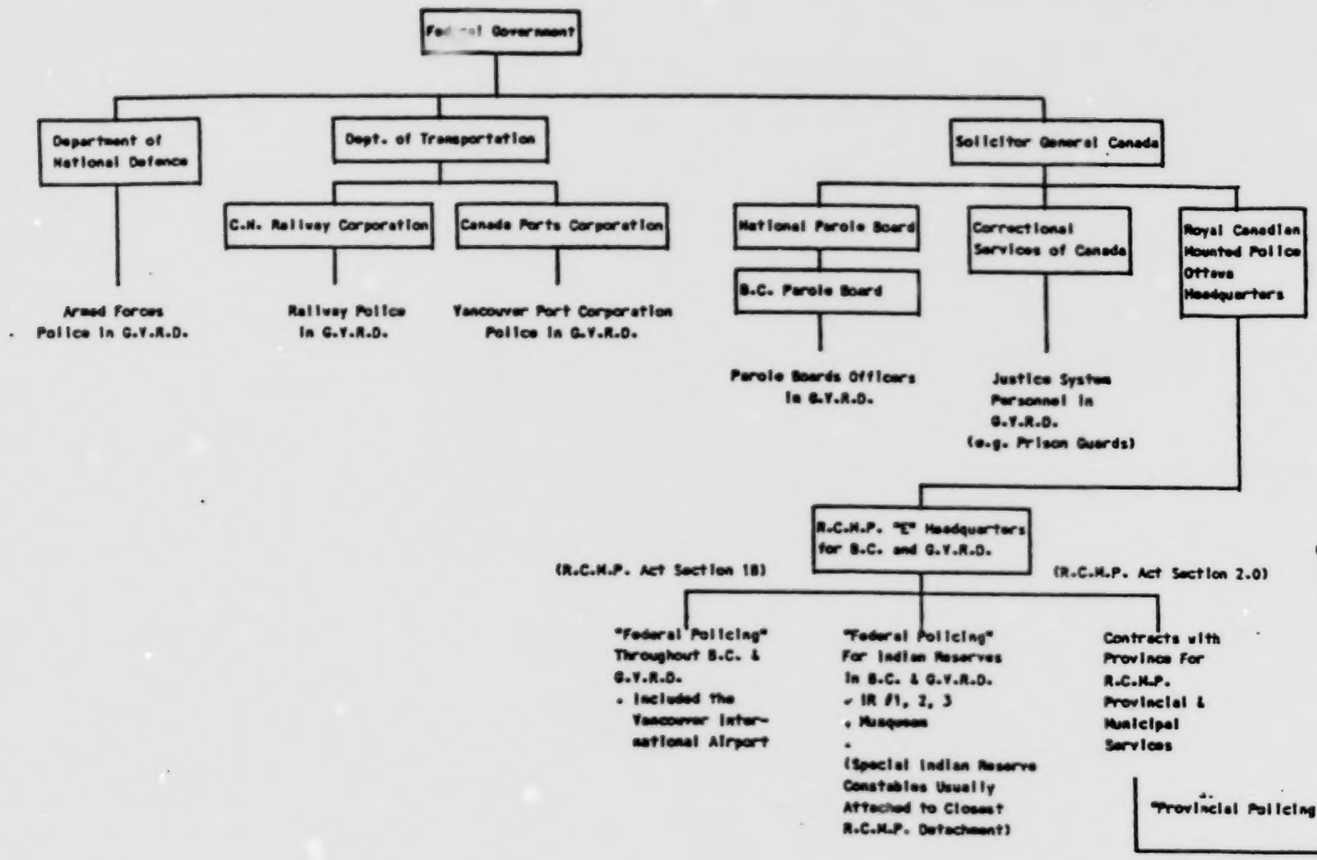
Federal Government
Department of National Defence
Armed Forces Police in G.V.R.D.
Dept. of Transportation
C.N. Railway Corporation
Railway Police in G.V.R.D.
Canada Ports Corporation
Vancouver Port Corporation Police in G.V.R.D.
Solicitor General Canada
National Parole Board
B.C. Parole Board
Parole Boards Officers in G.V.R.D.
Correctional Services of Canada
Justice System Personnel in G.V.R.D. (e.g. Prison Guards)
Royal Canadian Mounted Police Ottawa Headquarters
R.C.M.P. "E" Headquarters for B.C. and G.V.R.D.
(R.C.M.P. Act Section 18)
(R.C.M.P. Act Section 20)
"Federal Policing" Throughout B.C. & G.V.R.D.
. Included the Vancouver International Airport
"Federal Policing" For Indian Reserves in B.C. & G.V.R.D.
- IR #1, 2, 3
. Musqueam
.
(Special Indian Reserve Constables Usually Attached to Closest R.C.M.P. Detachment)
Contracts with Province For R.C.M.P. Provincial & Municipal Services
"Provincial Policing Agreement"
. Unorganized Territory
. Unincorporated Settlements
. Incorporated Villages (< 2500 Population) & Towns (< 5000 Population) in the G.V.R.D. includes:
- University Endowment Lands (Electoral Area "A")
- Electoral Area "B" including Lions Bay, Belcarra & Anmore
- Bowen Island (Electoral Area "C")
"Municipal Policing Agreements" Between Municipality & Solicitor General
. For Municipalities < 15,000 Population Contract (A). in The G.V.R.D. includes only White Rock
. For Municipalities > 15,000 Population Contract (B). in the G.V.R.D. includes:
- Surrey
- Burnaby
- Richmond
- Coquitlam
- Port Coquitlam
- North Vancouver City
- North Vancouver District
Provincial Government
Ministry of Solicitor General B.C. Police Act
Police Services Branch Victoria
(B.C. Police Act Section 16)
Provincial Police Force Established Using Contracted R.C.M.P.
Ministry of Municipal Affairs
Municipal Act
Incorporated Municipalities in G.V.R.D. Municipal Council
(B.C. Police Act Section 18-23)
Municipal Council of Municipality > 5000 Population Chooses R.C.M.P. Contract Policing as Approved by Solicitor General
Municipal Council of Municipality > 5000 Population Chooses to Have Own Municipal Police as Approved By Solicitor General
Municipal By-Law Officers and Inspectors in G.V.R.D.
Ministry of Transportation and Highways
Bridge Patrols in G.V.R.D.
. Lions Bay
. 2nd Narrows
. Patullo
. Oak Street
Ministry of Attorney General
Court Services Branch
Sheriff Services Services in G.V.R.D.
B.C. Police Commission
. 3 Members Appointed by Provincial Gov't
. Responsible for Policing Standards, Research, Recruitment, Training & Adjudication of Disciplinary Matters Regarding Police Conduct
B.C. Police Academy
. Training Arm of the B.C. Police Commission
. 3 Year Program For Municipal Policing Recruits Plus Many Specialized Courses and An Assessment Center
Municipal Police Board
. Mayor
. Council Appointee
. 3 Provincial Government Appointees
Municipal Police Force
Headed by a Chief of Police
In the G.V.R.D. includes:
- Vancouver
- Delta
- New Westminster
- West Vancouver
- Port Moody

Figure 1

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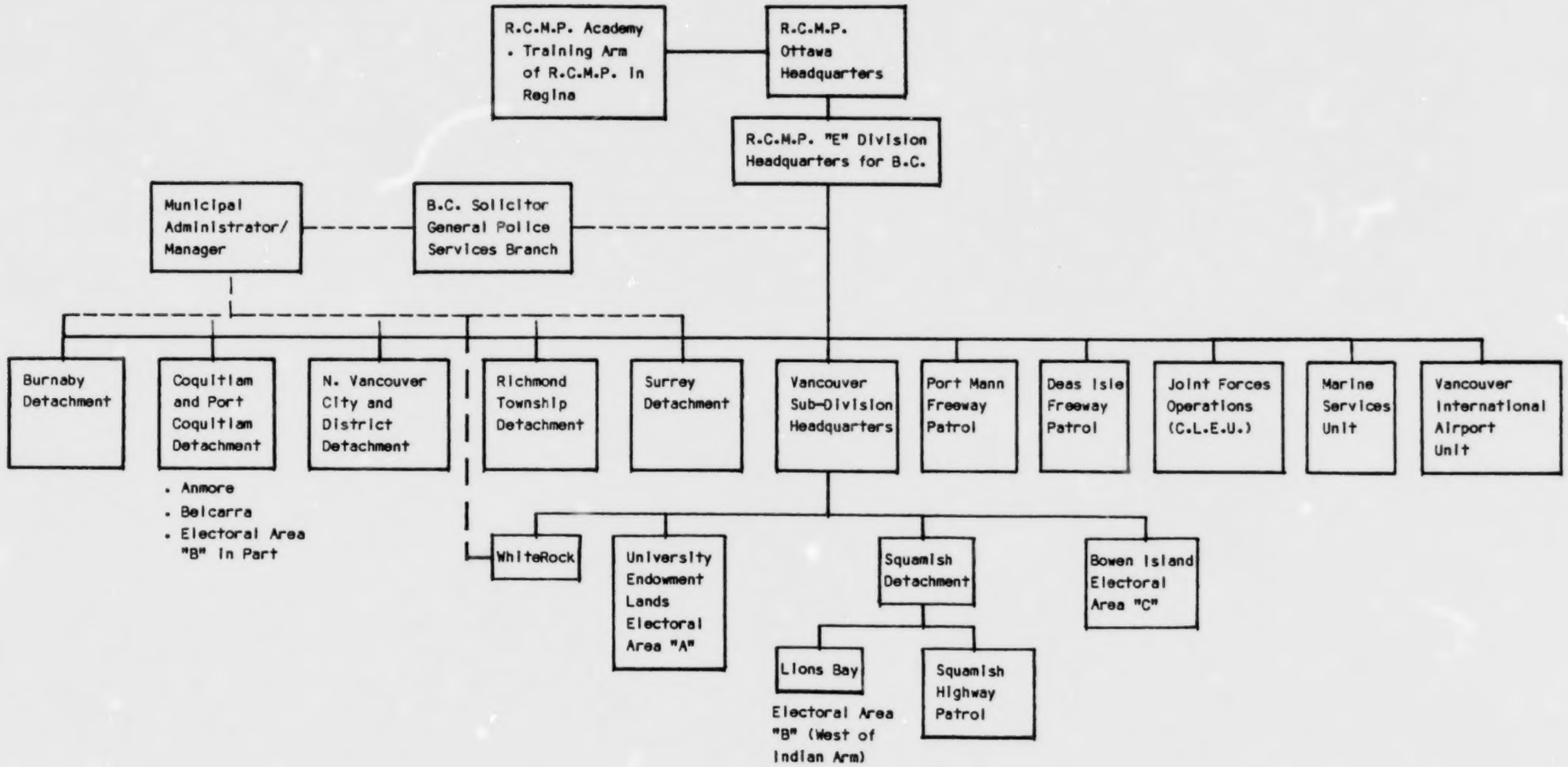
Basic Authority for Delivery of R.C.M.P. Services in the G.V.R.D.



Figure

An Overview of the Structure and Delivery of Police Services in the Greater Vancouver Regional District

Within the G.V.R.D. there are several Provincial Police Force jurisdictions (R.C.M.P.), five (5) "Independent" Municipal Police Force jurisdictions and eight (8) contracted Municipal Police Force jurisdictions (R.C.M.P.). These 'public' police forces are dispatched through various detachments which provide services to specific geographic locations, collectively covering the entire G.V.R.D.

In addition to the above, there are other 'public' police forces present in the G.V.R.D.:

- The Federal Police Force (RCMP) ... under federal law have jurisdiction throughout the entire G.V.R.D.;
- The Ports Canada Police Force ... under federal law have jurisdiction on federal Port properties in Burrard Inlet (First Narrows to Port Moody), Roberts Bank and Indian Arm;
- The Canadian National Police Force ... under federal law have jurisdiction over C.N. Railway Properties; and
- The B.C. Department of Highways Bridge and Ferry Terminals Patrol ... under provincial law have jurisdiction over several bridges (Patullo, Port Mann, 2nd Narrows, Lions Gate, Queensborough, Fraser St., Alex Fraser, Arthur Lang, Knight Street & Oak Street), the George Massey Tunnel and two (2) ferry terminals (Horseshoe Bay and Twassassen).

Moreover, there are 'Quasi-Public' Police Forces present in the G.V.R.D.:

- Vancouver City's uniformed meter attendants;
- Burnaby's uniformed by-law officers;
- The University of British Columbia, Simon Fraser and BCIT patrols.
- Armed Forces Police;
- Parole Boards Officials;
- Justice System Personnel (i.e. guards at prisons); and
- Sheriff Services Personnel.

To complete the picture, there are numerous 'private' police groups operating in the G.V.R.D. For example:

- Loomis and Brinks Guards;
- Pinkerton Guards;
- Private Investigators; and
- C.P.R. Forces.

A. The Federal Police Force (R.C.M.P.)

Under Section 18 of the Royal Canadian Mounted Police Act, the R.C.M.P. have the authority to enforce federal statutes and executive orders throughout all of Canada. Members of the R.C.M.P. are assigned to the R.C.M.P.'s "E" Division Headquarters in Vancouver to provide "federal policing" (criminal code offenses) throughout British Columbia including all of the G.V.R.D.

Federal policing is specifically provided to the Vancouver International Airport jurisdictional area (including the Arthur Lang Bridge) and is an internal part of the Coordinated Law Enforcement Unit (C.L.E.U.).

Special Federal Indian Reserve members are usually attached to the closest municipal or federal detachment. They provide federal policing to several Indian Reserves in the G.V.R.D.

All costs for "federal policing" are borne by the federal government.

B. The Provincial Police Force (R.C.M.P.)

Under the B.C. Police Act, Chapter 331, the Solicitor General of B.C. has the authority to establish a provincial police force in order to enforce provincial statutes and executive orders. Section 16 of the Police Act provides the Solicitor General with the authority to contract with the R.C.M.P. to provide these "provincial policing" services.

In B.C. the Solicitor General has signed a "Provincial Policing Agreement" with the R.C.M.P. to provide "provincial policing" services to:

(1) Incorporated municipalities with populations less than 5,000;
(2) Incorporated municipalities with populations greater than 5,000 where the municipality chooses to contract with the Solicitor General to engage the provincial force to act as the municipal force in that municipality;
(3) All unincorporated settlements and unorganized territory; and
(4) Provincial highways and freeways.

Provincial Detachments are usually named after a municipality. However, if the municipality is under 5,000 population, the detachment polices not only the municipality but also the unincorporated or rural area surrounding it. Conversely, if the municipality is over 5,000 population the provincial detachment polices only the surrounding unincorporated or rural area. In the G.V.R.D. there are several provincial R.C.M.P. jurisdictions:

(1) The University of B.C. Endowment Lands (Electoral Area "A" ... University Detachment);
(2) Electoral Area "B" west of Indian Arm including Lions Bay and the Squamish Highway (part of the Squamish Detachment);
(3) Electoral Area "B" east of Indian Arm including Anmore and Belcarra (part of the Coquitlam Detachment);
(4) Bowen Isaldn (Electoral Area "C" ... 2 member detachment);
(5) Port Mann Freeway ... 401 Freeway Patrol);
(6) Deas Isle Freeway ... 499 Freeway Patrol);
(7) Marine Services outside of Burrard Inlet ... part of "E" Division.

Figure 2 shows the reporting relationship of each detachment/patrol to divisional headquarters.

R.C.M.P. members assigned to the Provincial Police Force are also expected to perform "federal policing" as and when the need arises. This "two-hatted" role is taken into consideration when contractual arrangements are being negotiated.

The R.C.M.P. provincial forces are directed by the Commissioner and/or Deputy Commissioner (the R.C.M.P. "E" Division) in consultation with the Solicitor General where both federal and provincial law enforcement manpower requirements are concerned.

Costs for "provincial policing" are shared by the federal government (R.C.M.P.) and the provincial government. The following is a summary of the current contractual cost sharing arrangements:

Fiscal Year	Provincial Share (1)	Federal Share
1981/82	56%	44%
1982/83	57%	43%
1983/84	58%	42%
1984/85	59%	41%
1985/86	60%	40%
1986/87	62%	38%
1987/88	64%	36%
**** 1988/89	66%	34% ****
1989/90	68%	32%
1990/91	70%	30%

(1) Some of the provincial share is recovered through property assessment and taxation in the unincorporated settlements and unorganized territories. Property owners in incorporated municipalities with less than 5,000 population do not appear to be assessed or taxed for any police costs.

C. The Municipal Police Force (R.C.M.P. and "Independent")

Under Section 17 of the British Columbia Police Act, every incorporated municipality with a population greater than 5,000 people must undertake to provide policing to enforce municipal by-laws, provincial statutes and executive orders and federal statutes and executive orders.

Under the Police Act, each municipality can choose one of two options to provide for policing (subject to the approval of the Solicitor General) a municipal can choose to have:

(1) A Municipal Police Force (Section 19(1)), or

(2) A contract with the Solicitor General under which he will provide an R.C.M.P. municipal force (Section 18(1)).

Under Section 644 of the Municipal Act (and for Vancouver, Section 481 of the Vancouver Charter) each municipality is responsible for policing costs including the provision of an office for the police force and detention premises.

(1) A Municipal Police Force ("Independent")

Under Sections 19-23 of the Police Act, a municipality, having chosen to have a municipal force, must accept governing of that force by a Municipal Police Board consisting of the Mayor, a Municipal Council Appointee and 3 persons appointed (after consultation with the B.C. Police Commission) by the Lieutenant Governor in Council.

The costs for a municipal force are borne 100% by the municipality through local property taxation. There are five (5) municipalities in the G.V.R.D. with their own municipal forces each governed by a Municipal Police Boards ... namely Vancouver, Delta, New Westminster, West Vancouver and Port Moody. These five policy departments are often deferred to as "independent" municipal police forces.

There are eight (8) municipalities which contract for RCMP municipal police services:

(1) Surrey;
(2) Burnaby;
(3) Richmond;
(4) Coquitlam;
(5) North Vancouver City;
(6) North Vancouver District;
(7) Port Coquitlam; and
(8) White Rock.

R.C.M.P. members assigned to a Municipal Police Force are also expected to perform "federal policing" as and when the need arises (as directed by R.C.M.P.'s "E" Division Headquarters). This "two-hatted" role is taken into consideration when contractual arrangements are being negotiated.

The cost of policing in these municipalities is shared between the municipality and the Federal Government under the terms of a Federal/Provincial Master Municipal Police Agreement (see Appendix V). There are, however, two different cost sharing formulas: one for

municipalities over 15,000 population and one for municipalities under 15,000 population. The municipalities over 15,000 population pay a higher percentage of their costs than those which are under 15,000 population. The following is a summary of the historic and current R.C.M.P. shared costs:

(1) Populations > 5,000 and < 15,000 people

	Municipality %	Federal %
1981/82	56%	44%
1982/83	57%	43%
1983/84	58%	42%
1984/85	59%	41%
1985/86	60%	40%
1986/87	62%	38%
1987/88	64%	36%
**** 1988/89	66%	34% ****
1989/90	68%	32%
1990/91	70%	30%

In the G.V.R.D., only White Rock fits this category.

(1) Populations > 15,000 people

	Municipality %	Federal %
1981/82	81%	19%
1982/83	82%	18%
1983/84	83%	17%
1984/85	84%	16%
1985/86	85%	15%
1986/87	86%	14%
1987/88	87%	13%
**** 1988/89	88%	12% ****
1989/90	89%	11%
1990/91	90%	10%

In the G.V.R.D., Surrey, Burnaby, Richmond, Coquitlam, North Vancouver City, North Vancouver District and Port Coquitlam fit into this category.

An Overview of the Structure of "Policing" in British Columbia

In British Columbia there are sixty-two (62) municipalities which (under the Police Act and Municipal Act) undertake policing responsibilities (i.e. municipalities over 5,000 population). Forty-three (43) of the sixty-two (62) municipalities contract for R.C.M.P. Municipal Police Services, seven (7) contract for R.C.M.P. Municipal Police services as an extention of the Provincial Police Force and twelve (12) have their own "Independent" Municipal Police Force.

The Provincial Force (contracted R.C.M.P.) polices the unincorporated areas (usually rural) and municipalities under 5,000 population. There are 126 Provincial Force Detachments as shown on the following pages.

In addition to the muncipal and provincial forces, there is the R.C.M.P. Federal Force. "E" Division is responsible for all R.C.M.P. policing co-ordination in British Columbia (i.e. Federal, Provincial and Municipal).

The Provincial Force (R.C.M.P.)

The cost of the provincial force is shared between the Federal and Provincial Governments under the terms of a Federal/Provincial Policing Agreement.

Provincial Detachments are usually named after a municipality. However, it should be noted that if the municipality is under 5,000 population, the Detachment polices not only that municipality but also the unincorporated or rural area surrounding it; on the other hand, if the municipality is over 5,000 population the Detachment polices only the surrounding unincorporated or rural area.

Provincial "Extended" Contracts (RCMP)

The 1981 Canada Census indicated that seven municipalities exceeded 5,000 population for the first time:

1. Revelstoke;
2. Coldstream;
3. Fernie;
4. Pitt Meadows;
5. North Saanich;
6. Parksville; and
7. Port Hardy

As a result, these municipalities became responsible for provision of police services in their communities. Instead of contracting for RCMP Municipal police services, it was agreed that the Provincial Force would extend police services to these seven municipalities on a fee for service basis, and the municipalities would reimburse the Province for the Provincial Force police services they received.

Municipal Forces (RCMP and "Independent")

The cost of policing in the "Independent" municipal police forces is borne 100% by the local taxpayers. The cost of policing in the R.C.M.P. contracted municipalities is shared between the municipality and the federal government under the terms of the Federal/Provincial Master Municipal Police Agreement. There are, however, two different cost sharing formulas: one for municipalities over 15,000 population and one for municipalities under 15,000 population. The municipalities over 15,000 population pay a higher percentage of their costs than those which are under 15,000 population.

British Columbia: Policing Jurisdictions

		RCMP Provincial Detachment	RCMP Municipal Detachment	Municipal Own	RCMP Extended Provincial
A.	Kelowna Subdivision	1. Armstrong			
		2. Enderby			
		3. Falkland			
		4. Kelowna (rural)	1. Kelowna		
		5. Keremeos			
		6. Lumby			
		7. Oliver			
		8. Osoyoos			
		9. Penticton (rural)	2. Penticton		
		10. Princeton			
		11. Revelstoke (rural)			1. Revelstoke
		12. Salmon Arm (rural)	3. Salmon Arm		
		13. Sicamous			
		14. Vernon (rural)	4. Vernon		2. Coldstream
			5. Summerland		
B.	Kamloops Subdivision	15. Alexis Creek			
		16. Anahim Lake			
		17. Ashcroft			
		18. Barriere			
		19. Chase			
		20. Clearwater			
		21. Clinton			
		22. Kamloops (rural)	6. Kamloops		
		23. Lillooet			
		24. Logan Lake			
		25. Lytton			
		26. Merritt (rural)	7. Merritt		
		27. 100 Mile House			
		28. Spences Bridge			
		29. Valemount			
		30. Williams Lake (rural)	8. Williams Lake		

		RCMP Provincial Detachment	RCMP Municipal Detachment	Municipal Own	RCMP Extended Provincial
C.	Nelson Subdivision	31. Castlegar (rural)	9. Castlegar		
		32. Cranbrook (rural)	10. Cranbrook		
		33. Crescent Valley			
		34. Creston			
		35. Fernie (rural)			3. Fernie
		36. Field			
		37. Fruitvale			
		38. Golden			
		39. Grand Forks			
		40. Invermere			
		41. Kaslo			
		42. Kimberley (rural)	11. Kimberley		
		43. Midway			
		44. Nakusp			
		45. Nelson (rural)		1. Nelson	
		46. New Denver			
		47. Radium			
		48. Rossland			
		49. Salmo			
		50. Sparwood			
		51. Trail (rural)	12. Trail		
		52. Elkford			
D.	Prince George Subdivision	53. Burns Lake			
		54. Chetwynd			
		55. Dawson Creek (rural)	13. Dawson Creek		
		56. Fort Nelson			
		57. Fort St. James			
		58. Fort St. John (rural)	14. Fort St. John		
		59. Fraser Lake			
		60. Hudson Hope			
		61. MacKenzie (rural)	15. MacKenzie		
		62. McBride			

		RCMP Provincial Detachment	RCMP Municipal Detachment	Municipal Own	RCMP Extended Provincial
		63. Prince George (rural)	16. Prince George		
		64. Quesnel (rural)	17. Quesnel		
		65. Vanderhoof			
		66. Wells			
		67. Watson Lake			
		68. Tumbler Ridge			
E.	Prince Rupert Subdivision	69. Atlin			
		70. Bella Coola			
		71. Cassiar			
		72. New Hazelton			
		73. Houston			
		74. Kitimat (rural)	18. Kitimat		
		75. Masset			
		76. Prince Rupert (rural)	19. Prince Rupert		
		77. Queen Charlotte City			
		78. Smithers			
		79. Stewart			
		80. Dease Lake			
		81. Terrace (rural)	20. Terrace		
		82. Granisle			
		83. Bella Bella			
		84. New Aiyansh			
F.	Chilliwack Subdivision	85. Abbotsford (rural)	21. Abbotsford		
		86. Agassiz			
		87. Boston Bar			
		88. Chilliwack (rural)	22. Chilliwack		
		89. Hope			
		90. Mission (rural)	23. Mission		
G.	Vancouver Subdivision	91. Bowen Island			
			24. Burnaby		
		92. Coquitlam (rural)	25. Coquitlam		
		93. Gibsons			
				2. Delta	
		94. Maple Ridge (rural)	26. Maple Ridge	3. Matsqui	
			27. Langley City		
			28. Langley District		
			29. N. Van. City		

		ROMP Provincial Detachment	ROMP Municipal Detachment	Municipal Own	ROMP Extended Provincial
			30. N. Van. Dist.	4. New Westminster	
		95. Pemberton	31. Port Coq.	5. Port Moody	4. Pitt Meadows
			32. Richmond		
		96. Sechelt			
		97. Squamish (rural)	33. Squamish		
			34. Surrey		
		98. University of BC		6. Vancouver	
		99. Whistler	35. White Rock	7. W. Vancouver	
H.	Victoria Subdivision	100. Colwood		8. Central Saanich	
		101. Duncan (rural)	36. N. Cowichan-Duncan	9. Esquimalt	
		102. Gabriola Island			
		103. Ganges			
		104. Ladysmith			
		105. Lake Cowichan			
		106. Nanaimo (rural)	37. Nanaimo	10. Oak Bay	
		107. Pender Island			
		108. Shawnigan Lake		11. Saanich	5. N. Saanich
		109. Sidney (rural)	38. Sidney		
		110. Sooke		12. Victoria	
I.	Courtenay Subdivision	111. Alert Bay			
		112. Campbell River (rural)	39. Campbell River		
			40. Comox		
		113. Courtenay (rural)	41. Courtenay		
		114. Gold River			
		115. Parksville (rural)			6. Parksville
		116. Port Alberni (rural)	42. Port Alberni		
		117. Port Alice			
		118. Port Hardy (rural)			7. Port Hardy
		119. Port McNeil			
		120. Powell River (rural)	43. Powell River		
		121. Quadra Island			
		122. Sayward			
		123. Tahsis			
		124. Tofino			
		125. Ucluelet			
		126. Texada Island			

Appendix II

"Policing" Costs Summary
and Distribution

..... in the G.V.R.D.
..... in British Columbia
..... in Canada

1986 Operating Expenditures and Police Strength For Police Departments/Detachments in the G.V.R.D.

	Municipality	Population	Population Per Acre	Police Strength	Police Population Index	Actual Operating Expenditure	Per Capita Cost	Per Member Cost
A.	**Municipal Forces**							
	Vancouver (4)	432,385	15.5	1020	1/424	$61,946,005	$143.27	$60,731
	Delta (4)	79,789	.9	119	1/670	6,907,000	86.57	58,042
	New Westminster	39,972	8.7	99	1/404	6,262,000	156.66	63,253
	West Vancouver (4)	37,997	1.6	64	1/594	4,282,000	112.69	66,906
	Port Moody	15,754	3.9	25	1/630	1,616,000	102.58	64,640
		605,897	6.1	1327	1/457	$81,013,005	$133.71	$61,050
B.	**Municipal RCMP Forces**							
	Surrey	181,820	2.0	231	1/785	$13,814,137	$ 76.13	$59,801
	Burnaby	145,161	5.5	211	1/688	11,628,290	80.11	55,110
	Richmond	108,492	2.6	135	1/804	8,121,080	74.85	60,156
	Coquitlam (4)	69,291	1.8	74	1/936	4,811,738	69.44	65,023
	North Vancouver City (4)	35,959	11.5	55	1/654	4,659,168	129.57	84,712
	North Vancouver District (4)	68,338	1.6	73	1/936	4,423,072	64.72	60,590
	Port Coquitlam (4)	29,115	1.8	37	1/787	2,249,110	77.25	60,787
	White Rock	14,387	4.2	21	1/685	1,082,310	75.23	51,539
		652,190	3.9	837	1/779	$50,788,905	$ 77.87	$60,680

(4) Population figure for 1986 includes municipal and Indian Reserve populations.

			Sq.Mi.			
C.	**Provincial RCMP Forces**					
	Electoral Area "A" (U.E.L.)	3,512*	5.4*	13*	1/270*	
	Electoral Area "B"		346.9*	Covered by 5 members from the Coquitlam RCMP Detachment		
	. Anmore	547				
	. Belcarra	1,200				
	. Lions Bay	350	1.1*	Covered by the Squamish RCMP Detachment		
	Electoral Area "C" (Bowen Island)		19.4*			

* 1976 Figures

GREATER VANCOUVER REGIONAL DISTRICT

THIRTEEN MUNICIPAL POLICING JURISDICTIONS

VANCOUVER, DELTA, NEW WESTMINSTER, PORT MOODY, WEST VANCOUVER, BURNABY, COQUITLAM, PORT COQUITLAM, NORTH VANCOUVER CITY NORTH VANCOUVER DISTRICT, RICHMOND, SURREY, WHITE ROCK CITY

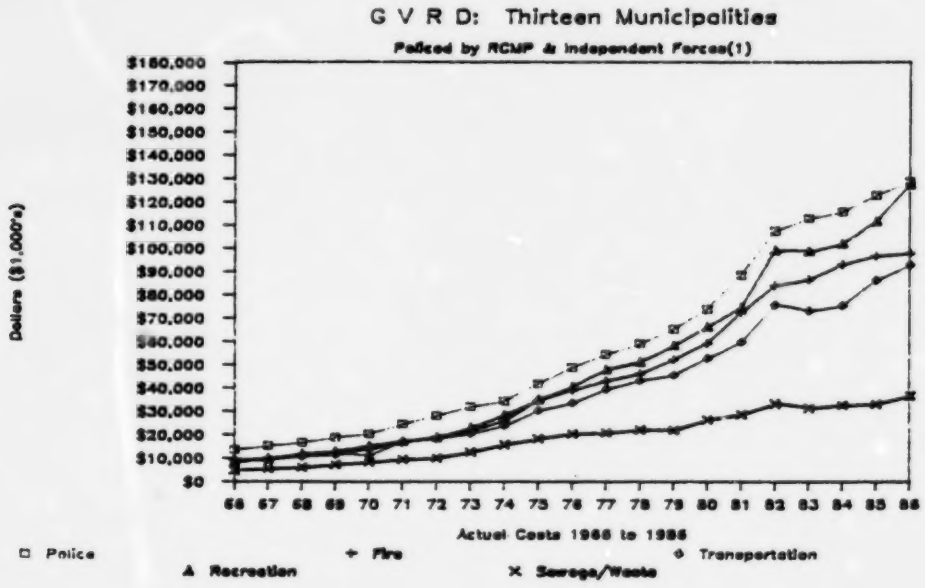
COMPARISON OF MUNICIPAL EXPENDITURES

ON FIVE MUNICIPAL SERVICES, 1966 TO 1986.

Police Services Branch

Ministry of Attorney General

May 11, 1988



GREATER VANCOUVER REGIONAL DISTRICT: THIRTEEN MUNICIPALITIES POLICED BY THE RCMP AND INDEPENDENT FORCES. (1)

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$14,173	$9,732	$9,662	$8,932	$5,310	$103,801
1967	$15,848	$10,610	$10,083	$10,115	$6,032	$120,392
1968	$17,210	$11,658	$11,326	$12,440	$6,581	$138,698
1969	$19,484	$12,916	$12,131	$13,474	$7,897	$148,037
1970	$21,003	$14,494	$11,823	$15,880	$8,881	$157,082
1971	$25,107	$17,318	$17,883	$17,937	$10,016	$173,310
1972	$28,656	$19,747	$18,901	$19,431	$10,505	$196,509
1973	$32,594	$22,393	$21,039	$23,677	$13,077	$227,227
1974	$34,863	$26,478	$24,517	$29,029	$16,345	$269,920
1975	$42,306	$35,197	$30,859	$35,610	$18,759	$308,191
1976	$49,261	$39,482	$34,112	$41,062	$20,927	$350,633
1977	$54,834	$43,522	$40,027	$48,456	$21,320	$395,600
1978	$59,694	$46,776	$43,755	$51,791	$22,602	$441,129
1979	$65,806	$52,837	$46,254	$58,908	$22,428	$508,034
1980	$74,308	$59,894	$53,402	$66,902	$26,999	$545,211
1981	$88,936	$72,952	$60,425	$75,229	$29,206	$628,537
1982	$107,978	$84,501	$76,257	$99,604	$33,662	$722,537
1983	$113,403	$87,054	$73,725	$99,100	$31,876	$729 430
1984	$116,269	$93,573	$76,056	$102,514	$33,077	$767,535
1985	$123,515	$97,229	$86,807	$112,117	$33,516	$813,967
1986	$129,369	$98,456	$93,435	$127,989	$37,076	$875,949

FOOTNOTE

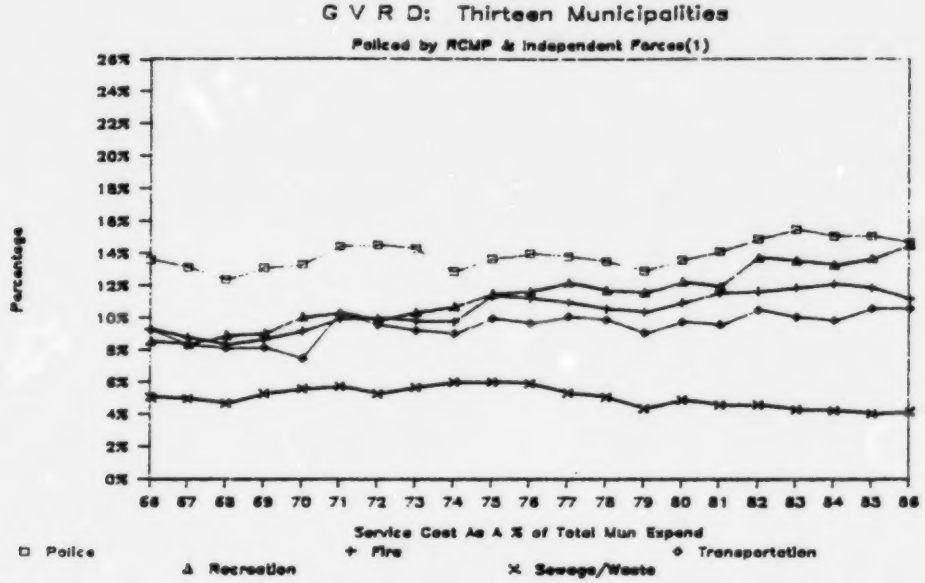
(1) Municipalities policed by the RCMP are: N. Vancouver City and District, Port Coquitlam, White Rock City, Burnaby, Coquitlam, Richmond and Surrey. Municipalities policed by Independent Forces are: Vancouver, Delta, New Westminster, West Vancouver and Port Moody. The figures for actual costs of five municipal services and adjusted total expenditures shown in the above table and graph represent the yearly total of costs for these thirteen municipalities.

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 7, 1988



GREATER VANCOUVER REGIONAL DISTRICT: THIRTEEN MUNICIPALITIES POLICED BY THE RCMP AND INDEPENDENT FORCES. (1)

COSTS OF FIVE MUNICIPAL SERVICES AS A PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	13.7%	9.4%	9.3%	8.6%	5.1%
1967	13.2%	8.8%	8.4%	8.4%	5.0%
1968	12.4%	8.4%	8.2%	9.0%	4.7%
1969	13.2%	8.7%	8.2%	9.1%	5.3%
1970	13.4%	9.2%	7.5%	10.1%	5.7%
1971	14.5%	10.0%	10.3%	10.3%	5.8%
1972	14.6%	10.0%	9.6%	9.9%	5.3%
1973	14.3%	9.9%	9.3%	10.4%	5.8%
1974	12.9%	9.8%	9.1%	10.8%	6.1%
1975	13.7%	11.4%	10.0%	11.6%	6.1%
1976	14.0%	11.3%	9.7%	11.7%	6.0%
1977	13.9%	11.0%	10.1%	12.2%	5.4%
1978	13.5%	10.6%	9.9%	11.7%	5.1%
1979	13.0%	10.4%	9.1%	11.6%	4.4%
1980	13.6%	11.0%	9.8%	12.3%	5.0%
1981	14.1%	11.6%	9.6%	12.0%	4.6%
1982	14.9%	11.7%	10.6%	13.8%	4.7%
1983	15.5%	11.9%	10.1%	13.6%	4.4%
1984	15.1%	12.2%	9.9%	13.4%	4.3%
1985	15.2%	11.9%	10.7%	13.8%	4.1%
1986	14.8%	11.2%	10.7%	14.6%	4.2%

FOOTNOTE

(1) Municipalities policed by the RCMP are: N. Vancouver City and District, Port Coquitlam, White Rock City, Burnaby, Coquitlam, Richmond and Surrey. Municipalities policed by Independent Forces are: Vancouver, Delta, New Westminster, West Vancouver and Port Moody. The figures shown in the above table and graph represent the total yearly cost, for these thirteen municipalities, of each municipal service as a percentage of total adjusted municipal expenditures.

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 7, 1988

GREATER VANCOUVER REGIONAL DISTRICT

FIVE INDEPENDENT MUNICIPAL POLICE DEPARTMENTS

Delta, ~~Metrogrid~~, New Westminster, Port Moody

Vancouver, and West Vancouver

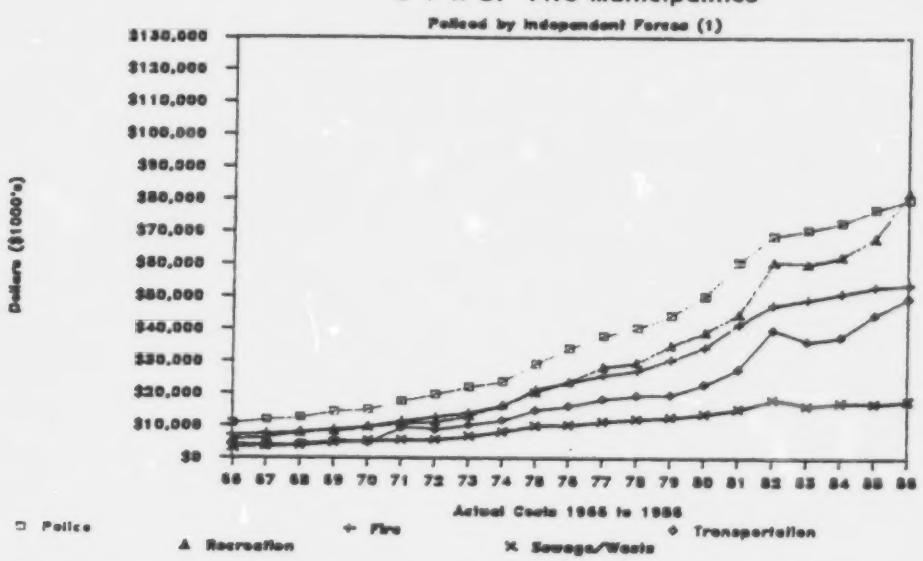
COMPARISON OF MUNICIPAL EXPENDITURES

ON FIVE MUNICIPAL SERVICES, 1966 TO 1986

Police Services Branch

Ministry of Attorney General

April 19, 1988



GREATER VANCOUVER REGIONAL DISTRICT: FIVE MUNICIPALITIES POLICED BY INDEPENDENT FORCES. (1)

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$11,088	$7,282	$4,329	$6,098	$3,459	$65,648
1967	$12,185	$7,846	$4,152	$6,765	$3,846	$77,705
1968	$12,825	$8,410	$4,612	$8,129	$4,123	$88,335
1969	$14,589	$9,153	$5,580	$8,616	$5,036	$94,424
1970	$15,288	$10,074	$5,026	$9,928	$5,527	$96,922
1971	$17,906	$11,805	$9,593	$10,915	$5,786	$105,911
1972	$19,980	$13,139	$9,086	$11,540	$5,936	$118,984
1973	$22,306	$14,453	$10,535	$13,475	$6,838	$135,739
1974	$23,968	$16,652	$12,019	$16,865	$8,405	$161,484
1975	$29,430	$21,637	$15,129	$20,708	$10,164	$176,222
1976	$34,271	$23,735	$16,480	$23,911	$10,466	$198,672
1977	$38,166	$25,904	$18,580	$28,562	$11,574	$213,395
1978	$40,672	$27,386	$19,614	$29,877	$12,270	$230,002
1979	$44,550	$30,670	$19,868	$35,133	$12,854	$281,298
1980	$50,441	$34,607	$23,173	$39,326	$13,938	$305,979
1981	$61,086	$41,813	$27,877	$44,917	$15,468	$352,195
1982	$69,254	$47,846	$39,995	$60,982	$18,322	$408,297
1983	$71,192	$49,685	$36,507	$60,608	$16,439	$409,110
1984	$73,457	$51,623	$38,035	$62,914	$17,541	$432,538
1985	$77,635	$53,583	$44,912	$68,645	$17,295	$450,564
1986	$80,622	$54,385	$50,102	$82,647	$18,083	$493,097

FOOTNOTE

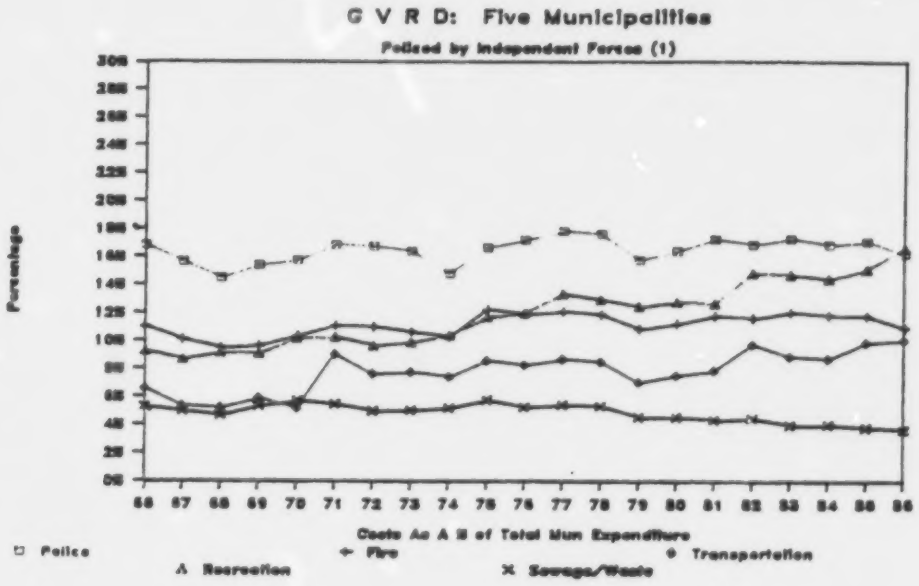
(1) These municipalities are Vancouver, Delta, New Westminster, West Vancouver and Port Moody. The figures for actual costs of five municipal services and adjusted total expenditures shown in the above table and graph represent the yearly total of costs for these five municipalities.

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988


G V R D: Five Municipalities
Policed by Independent Forces (1)
Percentage
66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86
Costs As A % of Total Mun Expenditure
Police
Fire
Transportation
Recreation
Sewage/Waste

GREATER VANCOUVER REGIONAL DISTRICT: FIVE MUNICIPALITIES POLICED BY INDEPENDENT FORCES. (1)

COSTS OF FIVE MUNICIPAL SERVICES AS A PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	16.9%	11.1%	6.6%	9.3%	5.3%
1967	15.7%	10.1%	5.3%	8.7%	4.9%
1968	14.5%	9.5%	5.2%	9.2%	4.7%
1969	15.5%	9.7%	5.9%	9.1%	5.3%
1970	15.8%	10.4%	5.2%	10.2%	5.7%
1971	16.9%	11.1%	9.1%	10.3%	5.5%
1972	16.8%	11.0%	7.6%	9.7%	5.0%
1973	16.4%	10.6%	7.8%	9.9%	5.0%
1974	14.8%	10.3%	7.4%	10.4%	5.2%
1975	16.7%	12.3%	8.6%	11.8%	5.8%
1976	17.3%	11.9%	8.3%	12.0%	5.3%
1977	17.9%	12.1%	8.7%	13.4%	5.4%
1978	17.7%	11.9%	8.5%	13.0%	5.3%
1979	15.8%	10.9%	7.1%	12.5%	4.6%
1980	16.5%	11.3%	7.6%	12.9%	4.6%
1981	17.3%	11.9%	7.9%	12.8%	4.4%
1982	17.0%	11.7%	9.8%	14.9%	4.5%
1983	17.4%	12.1%	8.9%	14.8%	4.0%
1984	17.0%	11.9%	8.8%	14.5%	4.1%
1985	17.2%	11.9%	10.0%	15.2%	3.8%
1986	16.4%	11.0%	10.2%	16.8%	3.7%

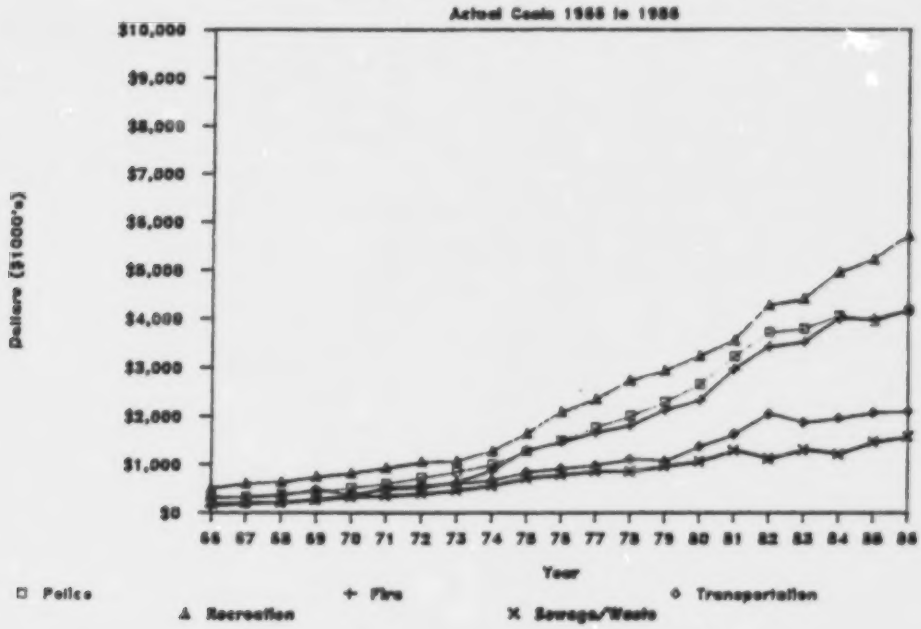
FOOTNOTE

(1) These municipalities are Vancouver, Delta, New Westminster, West Vancouver, and Port Moody. The figures shown in the above table and graph represent the total yearly cost, for these five municipalities, of each municipal service as a percentage of the total adjusted municipal expenditures.

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988

W. Vancouver: Five Municipal Services



WEST VANCOUVER

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$315	$168	$333	$334	$195	$4,146
1967	$361	$202	$340	$630	$224	$5,064
1968	$422	$251	$393	$658	$233	$5,225
1969	$455	$297	$503	$763	$290	$5,884
1970	$536	$384	$374	$841	$346	$6,342
1971	$630	$520	$550	$954	$375	$6,423
1972	$750	$552	$593	$1,072	$416	$7,193
1973	$872	$663	$634	$1,097	$477	$8,011
1974	$1,032	$899	$693	$1,300	$579	$10,296
1975	$1,295	$1,319	$872	$1,660	$728	$12,446
1976	$1,524	$1,491	$943	$2,102	$806	$15,043
1977	$1,787	$1,689	$1,013	$2,368	$873	$18,487
1978	$2,032	$1,836	$1,132	$2,751	$868	$19,633
1979	$2,315	$2,145	$1,095	$2,945	$990	$21,710
1980	$2,674	$2,352	$1,398	$3,254	$1,082	$22,739
1981	$3,249	$2,984	$1,649	$3,581	$1,301	$27,347
1982	$3,747	$3,456	$2,066	$4,297	$1,136	$30,055
1983	$3,824	$3,548	$1,895	$4,425	$1,327	$29,907
1984	$4,081	$4,026	$1,982	$4,991	$1,233	$31,113
1985	$3,966	$4,023	$2,094	$5,250	$1,485	$30,593
1986	$4,187	$4,199	$2,126	$5,754	$1,597	$32,770

DATA QUALIFIER

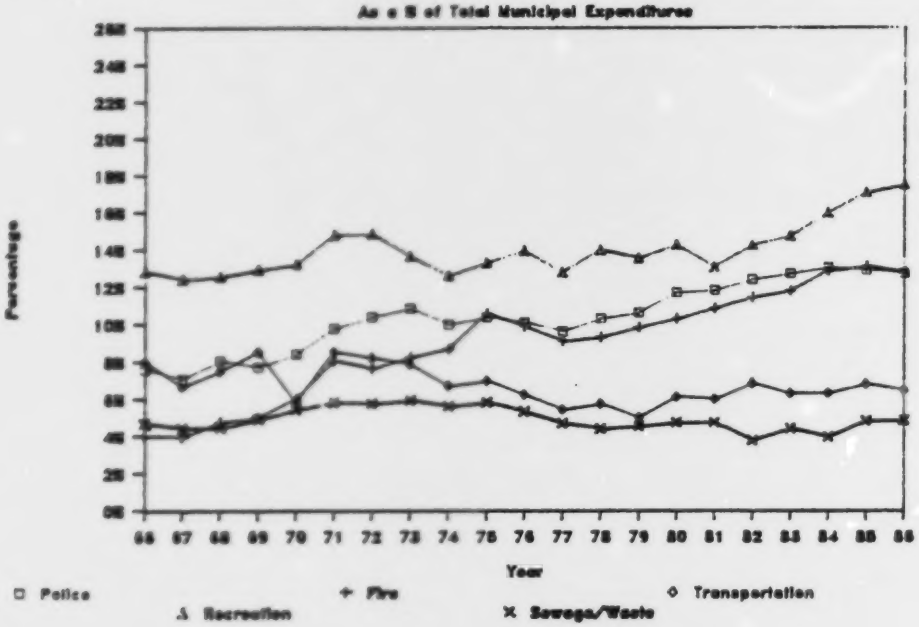
1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988

W. Vancouver: Five Municipal Services

As a % of Total Municipal Expenditures



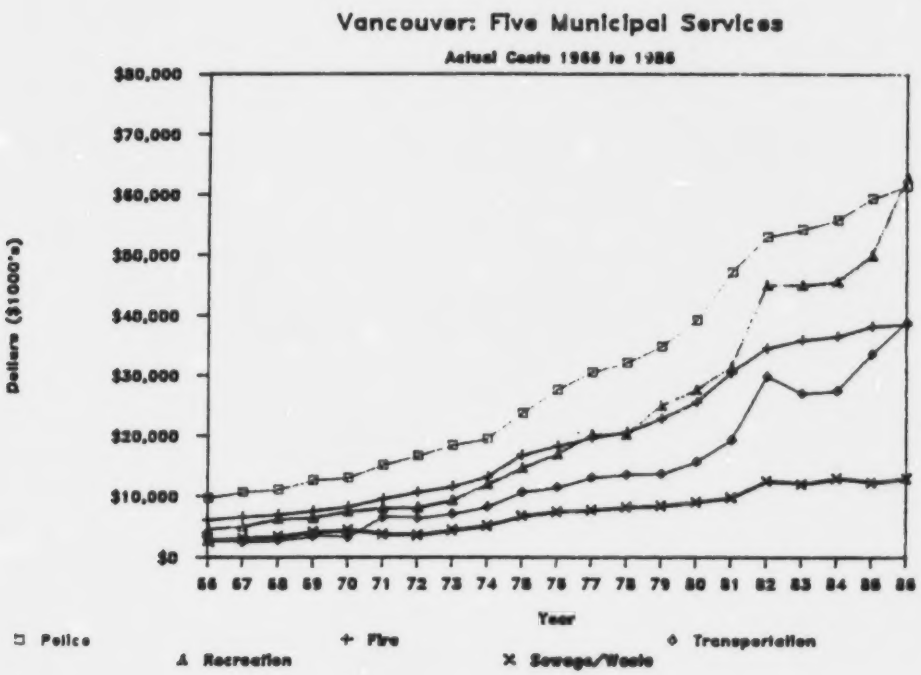
WEST VANCOUVER

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	7.6%	4.1%	8.0%	12.9%	4.7%
1967	7.1%	4.0%	6.7%	12.4%	4.4%
1968	8.1%	4.8%	7.5%	12.6%	4.5%
1969	7.7%	5.0%	8.5%	13.0%	4.9%
1970	8.5%	6.1%	5.9%	13.3%	5.5%
1971	9.8%	8.1%	8.6%	14.9%	5.8%
1972	10.4%	7.7%	8.2%	14.9%	5.8%
1973	10.9%	8.3%	7.9%	13.7%	6.0%
1974	10.0%	8.7%	6.7%	12.6%	5.6%
1975	10.4%	10.6%	7.0%	13.3%	5.8%
1976	10.1%	9.9%	6.3%	14.0%	5.4%
1977	9.7%	9.1%	5.5%	12.8%	4.7%
1978	10.3%	9.4%	5.8%	14.0%	4.4%
1979	10.7%	9.9%	5.0%	13.6%	4.6%
1980	11.8%	10.3%	6.1%	14.3%	4.8%
1981	11.9%	10.9%	6.0%	13.1%	4.8%
1982	12.5%	11.5%	6.9%	14.3%	3.8%
1983	12.8%	11.9%	6.3%	14.8%	4.4%
1984	13.1%	12.9%	6.4%	16.0%	4.0%
1985	13.0%	13.2%	6.8%	17.2%	4.9%
1986	12.8%	12.8%	6.5%	17.6%	4.9%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988



YANCOUVER

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$9,833	$6,315	$2,806	$4,714	$2,820	$33,393
1967	$10,781	$6,746	$2,604	$5,146	$3,272	$63,540
1968	$11,209	$7,151	$2,871	$6,398	$3,535	$72,902
1969	$12,768	$7,737	$3,599	$6,576	$4,239	$75,930
1970	$13,181	$8,428	$3,407	$7,602	$4,572	$76,606
1971	$15,300	$9,774	$6,730	$8,176	$3,898	$83,078
1972	$16,811	$10,841	$6,520	$8,276	$3,744	$91,992
1973	$18,578	$11,806	$7,251	$9,422	$4,561	$104,820
1974	$19,665	$13,396	$8,420	$12,110	$5,299	$125,566
1975	$23,844	$16,977	$10,846	$14,815	$6,797	$133,275
1976	$27,780	$18,449	$11,696	$17,092	$7,571	$148,630
1977	$30,665	$19,867	$13,290	$20,378	$7,831	$152,961
1978	$32,274	$20,850	$13,768	$20,316	$8,325	$165,769
1979	$35,061	$23,063	$13,916	$25,252	$8,580	$214,257
1980	$39,427	$25,847	$15,912	$27,832	$9,175	$231,000
1981	$47,418	$30,731	$19,555	$31,679	$9,936	$261,073
1982	$53,299	$34,824	$30,093	$45,308	$12,701	$306,478
1983	$54,528	$36,190	$27,243	$45,292	$12,199	$305,799
1984	$56,121	$36,820	$27,743	$45,888	$13,166	$323,445
1985	$59,726	$38,504	$33,835	$50,278	$12,453	$339,145
1986	$61,864	$38,824	$39,181	$63,162	$13,160	$375,802

DATA QUALIFIER

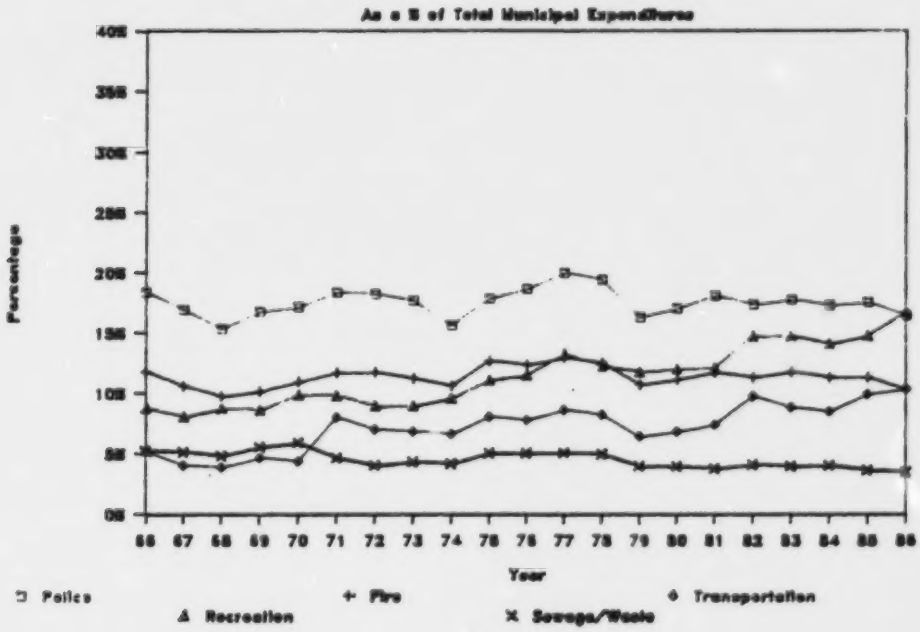
1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988

Vancouver: Five Municipal Services

As a % of Total Municipal Expenditures



VANCOUVER

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

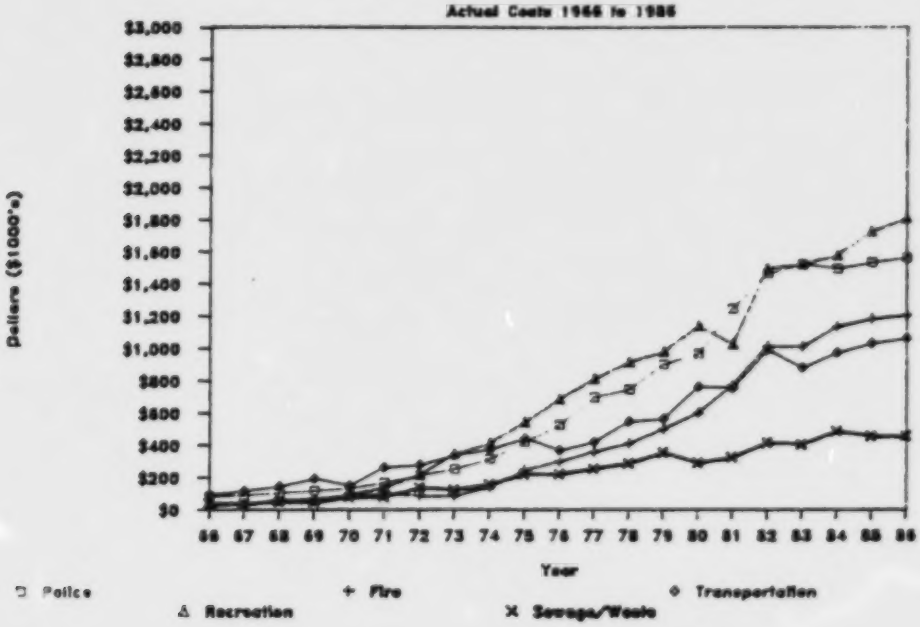
Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	18.4%	11.8%	5.3%	8.8%	5.3%
1967	17.0%	10.6%	4.1%	8.1%	5.1%
1968	15.4%	9.8%	3.9%	8.8%	4.8%
1969	16.8%	10.2%	4.7%	8.7%	5.6%
1970	17.2%	11.0%	4.4%	9.9%	6.0%
1971	18.4%	11.8%	8.1%	9.8%	4.7%
1972	18.3%	11.8%	7.1%	9.0%	4.1%
1973	17.7%	11.3%	6.9%	9.0%	4.4%
1974	15.7%	10.7%	6.7%	9.6%	4.2%
1975	17.9%	12.7%	8.1%	11.1%	5.1%
1976	18.7%	12.4%	7.9%	11.5%	5.1%
1977	20.0%	13.0%	8.7%	13.3%	5.1%
1978	19.5%	12.6%	8.3%	12.3%	5.0%
1979	16.4%	10.8%	6.5%	11.8%	4.0%
1980	17.1%	11.2%	6.9%	12.0%	4.0%
1981	18.2%	11.8%	7.5%	12.1%	3.8%
1982	17.4%	11.4%	9.8%	14.8%	4.1%
1983	17.8%	11.8%	8.9%	14.8%	4.0%
1984	17.4%	11.4%	8.6%	14.2%	4.1%
1985	17.6%	11.4%	10.0%	14.8%	3.7%
1986	16.5%	10.3%	10.4%	16.8%	3.5%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988

Port Moody: Five Municipal Services

Actual Costs 1966 to 1986



PORT MOODY

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$85	$35	$101	$30	$43	$749
1967	$94	$39	$124	$38	$43	$1,060
1968	$109	$60	$152	$70	$34	$1,366
1969	$123	$73	$199	$64	$49	$1,437
1970	$138	$93	$157	$98	$84	$1,649
1971	$173	$103	$269	$142	$85	$1,774
1972	$219	$89	$280	$222	$143	$2,129
1973	$256	$91	$346	$352	$129	$2,396
1974	$320	$147	$382	$417	$164	$2,622
1975	$425	$252	$449	$547	$224	$3,448
1976	$531	$305	$375	$690	$227	$3,773
1977	$701	$365	$428	$816	$261	$6,378
1978	$749	$418	$554	$920	$293	$5,844
1979	$905	$507	$571	$986	$360	$5,660
1980	$972	$607	$768	$1,143	$295	$6,495
1981	$1,250	$776	$759	$1,030	$331	$7,823
1982	$1,471	$1,020	$998	$1,503	$420	$9,047
1983	$1,527	$1,018	$888	$1,531	$410	$10,104
1984	$1,500	$1,141	$981	$1,586	$494	$9,940
1985	$1,541	$1,190	$1,038	$1,736	$461	$9,353
1986	$1,570	$1,211	$1,068	$1,816	$463	$10,133

DATA QUALIFIER

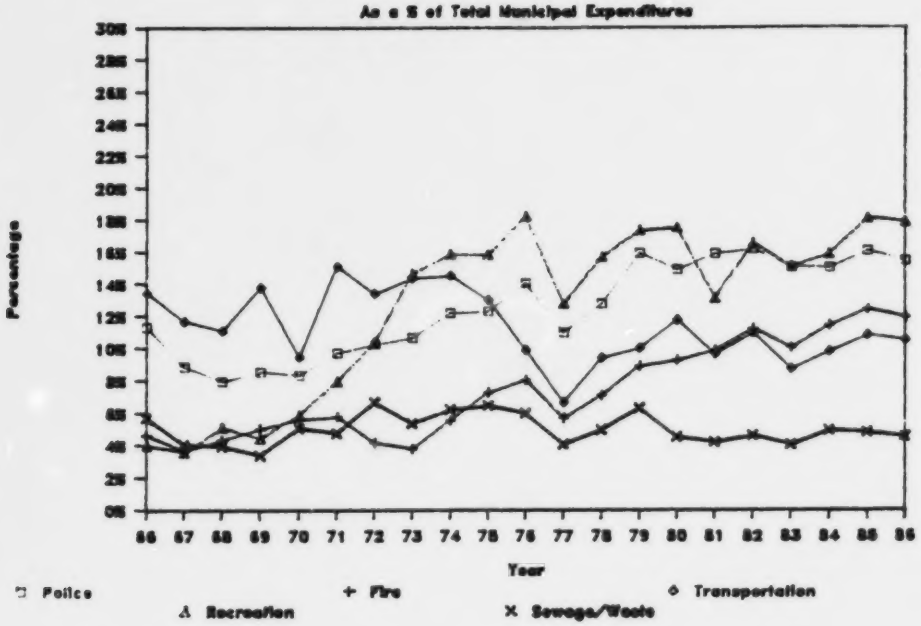
1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988

Port Moody: Five Municipal Services

As a % of Total Municipal Expenditures



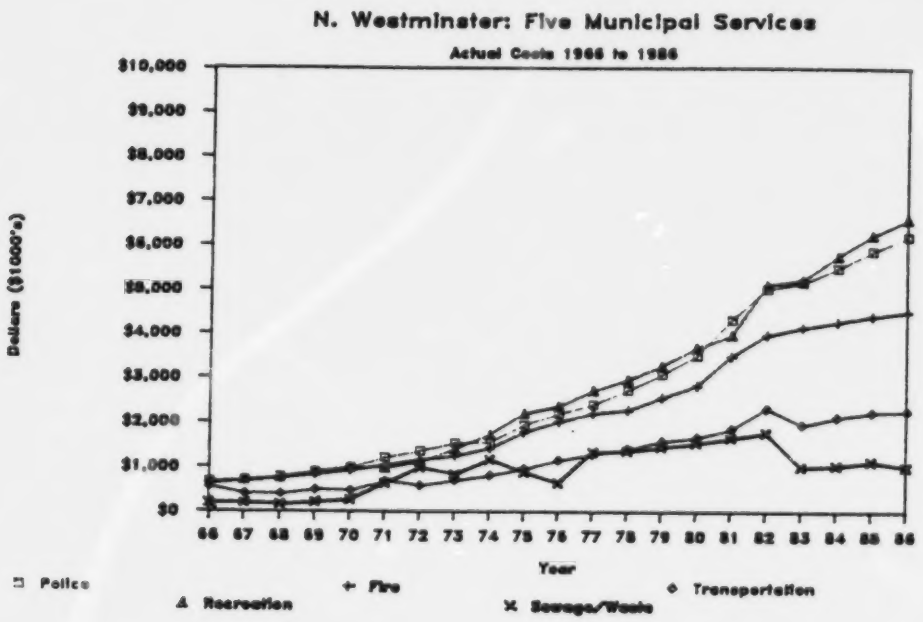
PORT MOODY

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	11.3%	4.7%	13.5%	4.0%	5.7%
1967	8.9%	3.7%	11.7%	3.6%	4.1%
1968	8.0%	4.4%	11.1%	5.1%	4.0%
1969	8.6%	5.1%	13.8%	4.5%	3.4%
1970	8.4%	5.6%	9.5%	5.9%	5.1%
1971	9.8%	5.8%	15.2%	8.0%	4.8%
1972	10.3%	4.2%	13.4%	10.4%	6.7%
1973	10.7%	3.8%	14.4%	14.7%	5.4%
1974	12.2%	5.6%	14.6%	13.9%	6.3%
1975	12.3%	7.3%	13.0%	15.9%	6.5%
1976	14.1%	8.1%	9.9%	18.3%	6.0%
1977	11.0%	5.7%	6.7%	12.8%	4.1%
1978	12.8%	7.2%	9.5%	15.7%	5.0%
1979	16.0%	9.0%	10.1%	17.4%	6.4%
1980	15.0%	9.3%	11.8%	17.6%	4.5%
1981	16.0%	9.9%	9.7%	13.2%	4.2%
1982	16.3%	11.3%	11.0%	16.6%	4.6%
1983	15.1%	10.1%	8.8%	15.2%	4.1%
1984	15.1%	11.5%	9.9%	16.0%	5.0%
1985	16.1%	12.5%	10.9%	18.2%	4.8%
1986	15.5%	12.0%	10.5%	17.9%	4.6%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988



NEW WESTMINSTER

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$666	$664	$561	$642	$201	$5,081
1967	$716	$716	$410	$716	$209	$5,106
1968	$793	$772	$402	$764	$178	$5,380
1969	$896	$843	$498	$893	$231	$6,247
1970	$984	$933	$481	$998	$277	$6,420
1971	$1,215	$1,053	$691	$985	$648	$7,672
1972	$1,359	$1,173	$594	$1,126	$1,001	$8,073
1973	$1,539	$1,255	$713	$1,406	$855	$9,278
1974	$1,561	$1,434	$820	$1,737	$1,184	$10,141
1975 (1)	$1,953	$1,795	$973	$2,201	$894	$11,750
1976	$2,195	$2,028	$1,165	$2,369	$657	$13,710
1977	$2,411	$2,213	$1,304	$2,723	$1,357	$14,766
1978	$2,725	$2,290	$1,423	$2,965	$1,385	$15,409
1979	$3,088	$2,573	$1,597	$3,286	$1,468	$16,457
1980	$3,507	$2,848	$1,688	$3,692	$1,558	$18,449
1981	$4,339	$3,507	$1,873	$3,984	$1,674	$21,424
1982	$5,040	$3,992	$2,331	$5,131	$1,800	$24,598
1983	$5,182	$4,168	$1,966	$5,248	$1,029	$24,638
1984	$5,520	$4,301	$2,141	$5,792	$1,061	$26,077
1985	$5,907	$4,430	$2,248	$6,268	$1,145	$28,029
1986	$6,239	$4,529	$2,275	$6,625	$1,022	$29,156

FOOTNOTE
(1) Police and Fire expenditures for 1975 are estimates only.

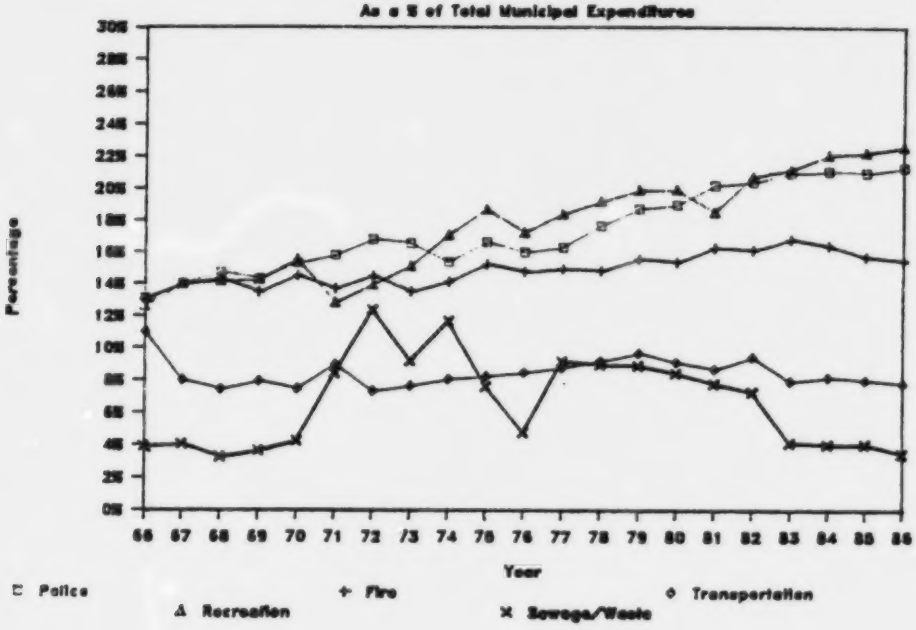
DATA QUALIFIER
1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988

N. Westminster: Five Municipal Services

As a % of Total Municipal Expenditures



NEW WESTMINSTER

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

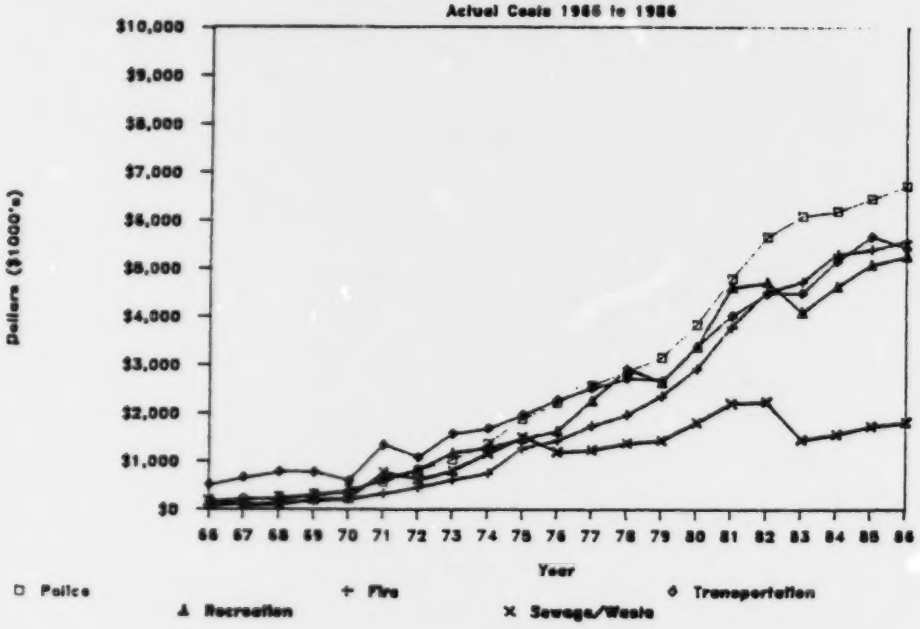
Year	Police	Fire	Trans.	Rec.	Sev./Waste
1966	13.1%	13.1%	11.0%	12.6%	4.0%
1967	14.0%	14.0%	8.0%	14.0%	4.1%
1968	14.7%	14.3%	7.5%	14.2%	3.3%
1969	14.3%	13.5%	8.0%	14.3%	3.7%
1970	15.3%	14.5%	7.5%	15.5%	4.3%
1971	15.8%	13.7%	9.0%	12.8%	8.4%
1972	16.8%	14.5%	7.4%	13.9%	12.4%
1973	16.6%	13.5%	7.7%	15.2%	9.2%
1974	15.4%	14.1%	8.1%	17.1%	11.7%
1975	16.6%	15.3%	8.3%	18.7%	7.6%
1976	16.0%	14.8%	8.5%	17.3%	4.8%
1977	16.3%	15.0%	8.8%	18.4%	9.2%
1978	17.7%	14.9%	9.2%	19.2%	9.0%
1979	18.8%	15.6%	9.7%	20.0%	8.9%
1980	19.0%	15.4%	9.1%	20.0%	8.4%
1981	20.3%	16.4%	8.7%	18.6%	7.8%
1982	20.5%	16.2%	9.5%	20.9%	7.3%
1983	21.0%	16.9%	8.0%	21.3%	4.2%
1984	21.2%	16.5%	8.2%	22.2%	4.1%
1985	21.1%	15.8%	8.0%	22.4%	4.1%
1986	21.4%	15.5%	7.8%	22.7%	3.5%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988

Delta: Five Municipal Services

Actual Costs 1966 to 1986



DELTA

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$189	$100	$528	$178	$200	$2,279
1967	$233	$143	$674	$235	$98	$2,935
1968	$292	$176	$794	$239	$123	$3,462
1969	$347	$203	$781	$320	$227	$4,926
1970	$449	$236	$607	$389	$248	$5,905
1971	$588	$355	$1,353	$658	$780	$6,964
1972	$841	$484	$1,093	$844	$632	$9,597
1973	$1,061	$638	$1,591	$1,198	$816	$11,234
1974	$1,390	$776	$1,704	$1,301	$1,179	$12,859
1975	$1,913	$1,294	$1,989	$1,485	$1,521	$15,303
1976	$2,241	$1,462	$2,301	$1,658	$1,205	$17,316
1977	$2,602	$1,770	$2,545	$2,277	$1,252	$20,803
1978	$2,892	$1,992	$2,737	$2,925	$1,399	$23,347
1979	$3,181	$2,382	$2,689	$2,664	$1,456	$23,214
1980	$3,861	$2,953	$3,407	$3,405	$1,828	$27,296
1981	$4,830	$3,815	$4,041	$4,643	$2,226	$34,528
1982	$5,697	$4,554	$4,507	$4,743	$2,265	$38,119
1983	$6,131	$4,761	$4,515	$4,112	$1,474	$38,662
1984	$6,235	$5,335	$5,188	$4,657	$1,587	$41,963
1985	$6,495	$5,436	$5,697	$5,113	$1,751	$43,244
1986	$6,762	$5,622	$5,452	$5,290	$1,841	$45,236

DATA QUALIFIER

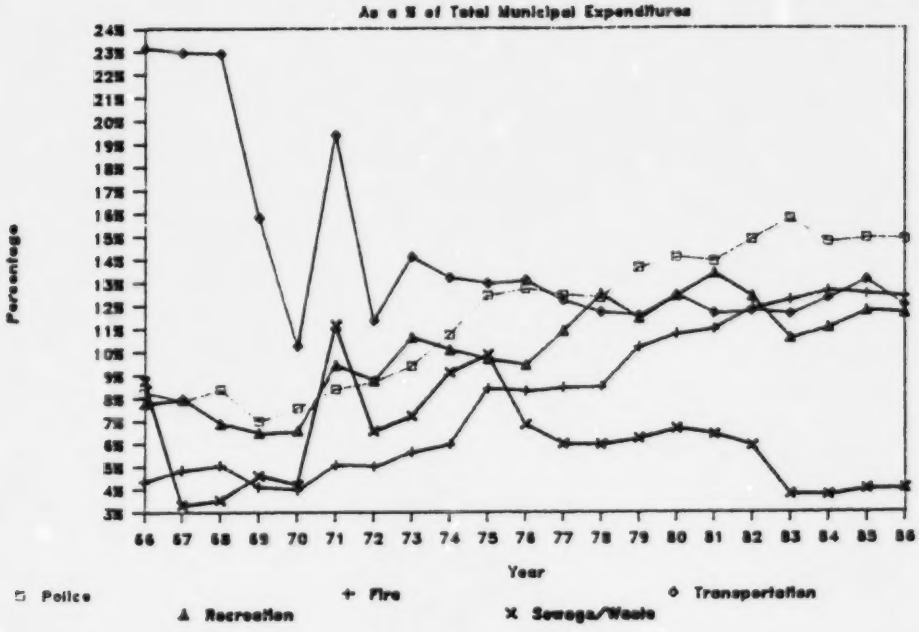
1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--" and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: April 15, 1988

Delta: Five Municipal Services

As a % of Total Municipal Expenditures



DELTA

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	8.3%	4.4%	23.2%	7.8%	8.8%
1967	7.9%	4.9%	23.0%	8.0%	3.3%
1968	8.4%	5.1%	22.9%	6.9%	3.6%
1969	7.0%	4.1%	15.9%	6.5%	4.6%
1970	7.6%	4.0%	10.3%	6.6%	4.2%
1971	8.4%	5.1%	19.4%	9.4%	11.2%
1972	8.8%	5.0%	11.4%	8.8%	6.6%
1973	9.4%	5.7%	14.2%	10.7%	7.3%
1974	10.8%	6.0%	13.3%	10.1%	9.2%
1975	12.5%	8.5%	13.0%	9.7%	9.9%
1976	12.8%	8.3%	13.1%	9.5%	6.9%
1977	12.5%	8.5%	12.2%	10.9%	6.0%
1978	12.4%	8.5%	11.7%	12.5%	6.0%
1979	13.7%	10.3%	11.6%	11.5%	6.3%
1980	14.1%	10.8%	12.5%	12.5%	6.7%
1981	14.0%	11.0%	11.7%	13.4%	6.4%
1982	14.9%	11.9%	11.8%	12.4%	5.9%
1983	15.9%	12.3%	11.7%	10.6%	3.8%
1984	14.9%	12.7%	12.4%	11.1%	3.8%
1985	15.0%	12.6%	13.2%	11.8%	4.0%
1986	14.9%	12.4%	12.1%	11.7%	4.1%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: April 15, 1988

GREATER VANCOUVER REGIONAL DISTRICT

EIGHT RCMP MUNICIPAL POLICING JURISDICTIONS

BURNABY, COQUITLAM, PORT COQUITLAM, NORTH VANCOUVER CITY,
NORTH VANCOUVER DISTRICT, RICHMOND, SURREY, WHITE ROCK CITY

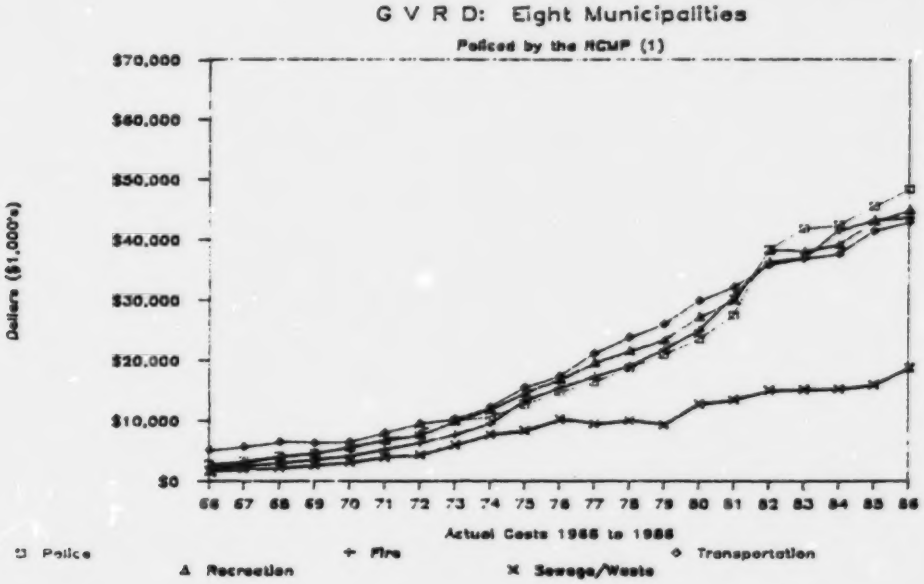
COMPARISON OF MUNICIPAL EXPENDITURES

ON FIVE MUNICIPAL SERVICES, 1966 TO 1986

Police Services Branch

Ministry of Attorney General

May 11, 1988



GREATER VANCOUVER REGIONAL DISTRICT: EIGHT MUNICIPALITIES POLICED BY THE RCMP. (1)

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$3,085	$2,450	$5,333	$2,834	$1,851	$38,153
1967	$3,663	$2,764	$5,931	$3,350	$2,186	$42,687
1968	$4,385	$3,248	$6,714	$4,31[illegible]	$2,458	$50,363
1969	$4,895	$3,763	$6,551	$4,858	$2,861	$53,633
1970	$5,715	$4,420	$6,797	$5,952	$3,354	$60,160
1971	$7,201	$5,513	$8,290	$7,022	$4,230	$67,399
1972	$8,676	$6,608	$9,815	$7,891	$4,569	$77,525
1973	$10,288	$7,940	$10,504	$10,202	$6,239	$91,488
1974	$10,895	$9,826	$12,498	$12,164	$7,940	$108,436
1975	$12,876	$13,560	$13,730	$14,902	$8,595	$131,969
1976	$14,990	$15,747	$17,632	$17,151	$10,461	$151,961
1977	$16,668	$17,618	$21,447	$19,894	$9,746	$182,205
1978	$19,022	$19,390	$24,141	$21,914	$10,332	$211,127
1979	$21,256	$22,167	$26,386	$23,775	$9,574	$226,736
1980	$23,867	$25,287	$30,229	$27,576	$13,061	$239,232
1981	$27,850	$31,139	$32,548	$30,312	$13,738	$276,342
1982	$38,724	$36,655	$36,262	$38,622	$15,340	$314,240
1983	$42,211	$37,369	$37,218	$38,492	$15,437	$320,320
1984	$42,812	$41,950	$38,021	$39,600	$15,536	$334,997
1985	$45,880	$43,646	$41,895	$43,472	$16,221	$363,403
1986	$48,747	$44,071	$43,333	$45,342	$18,993	$382,852

FOOTNOTE

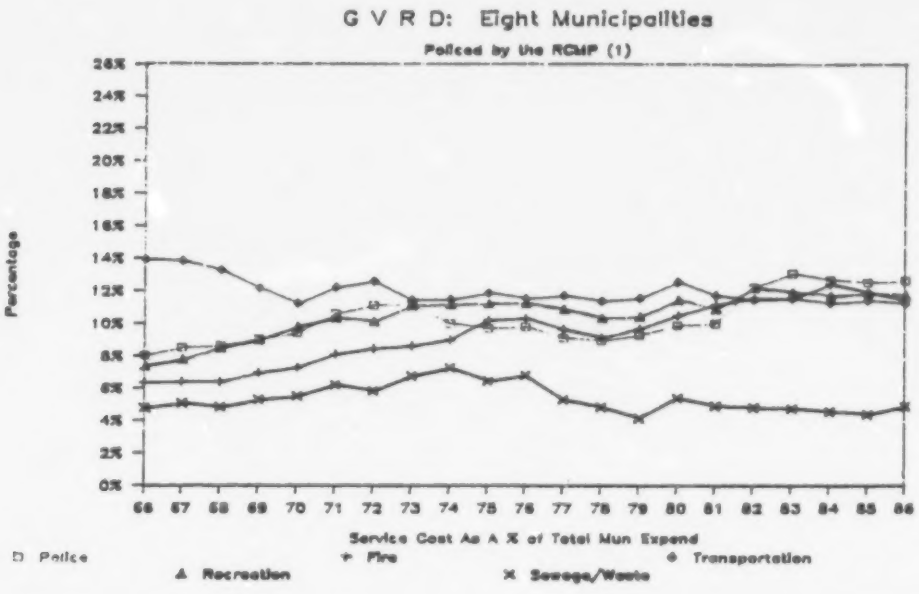
(1) These municipalities are N. Vancouver City and District, Port Coquitlam, White Rock City, Burnaby, Coquitlam, Richmond and Surrey. The figures for actual costs of five municipal services and adjusted total expenditures shown in the above table and graph represent the yearly total of costs for these eight municipalities.

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 7, 1988



GREATER VANCOUVER REGIONAL DISTRICT: EIGHT MUNICIPALITIES POLICED BY THE RCMP. (1)

COSTS OF FIVE MUNICIPAL SERVICES AS A PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

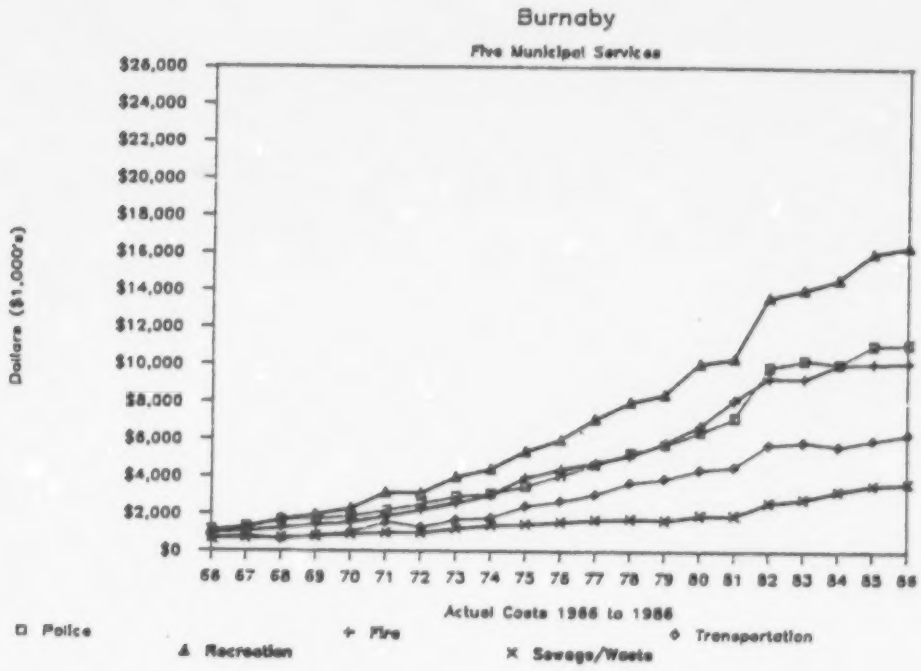
Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	8.1%	6.4%	14.0%	7.4%	4.9%
1967	8.6%	6.5%	13.9%	7.8%	5.1%
1968	8.7%	6.4%	13.3%	8.6%	4.9%
1969	9.1%	7.0%	12.2%	9.1%	5.3%
1970	9.5%	7.3%	11.3%	9.9%	5.6%
1971	10.7%	8.2%	12.3%	10.4%	6.3%
1972	11.2%	8.5%	12.7%	10.2%	5.9%
1973	11.2%	8.7%	11.5%	11.2%	6.8%
1974	10.0%	9.1%	11.5%	11.2%	7.3%
1975	9.8%	10.3%	11.9%	11.3%	6.5%
1976	9.9%	10.4%	11.6%	11.3%	6.9%
1977	9.1%	9.7%	11.8%	10.9%	5.3%
1978	9.0%	9.2%	11.4%	10.4%	4.9%
1979	9.4%	9.8%	11.6%	10.5%	4.2%
1980	10.0%	10.6%	12.6%	11.5%	5.5%
1981	10.1%	11.3%	11.8%	11.0%	5.0%
1982	12.1%	11.7%	11.5%	12.3%	4.9%
1983	13.2%	11.7%	11.6%	12.0%	4.8%
1984	12.8%	12.5%	11.3%	11.8%	4.6%
1985	12.6%	12.0%	11.5%	12.0%	4.5%
1986	12.7%	11.5%	11.3%	11.8%	5.0%

FOOTNOTE

(1) These municipalities are N. Vancouver City and and District, Port Coquitlam, White Rock City, Burnaby, Coquitlam, Richmond and Surrey. The figures shown in the above table and graph represent the total yearly cost, for these eight municipalities, of each municipal service as a percentage of total adjusted municipal expenditures.

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 7, 1988



BURNABY

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

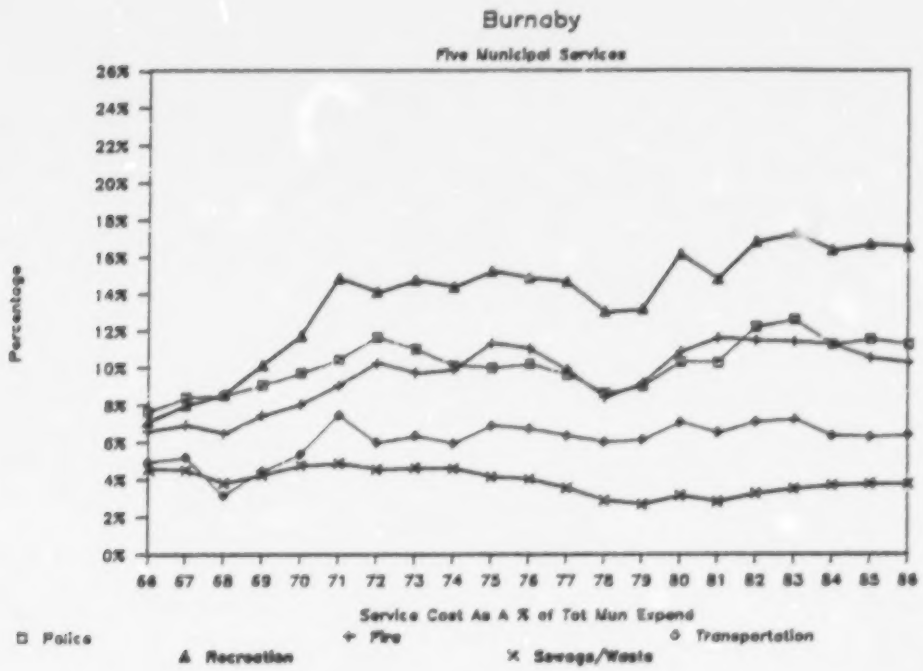
Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$1,193	$1,033	$772	$1,106	$713	$15,481
1967	$1,394	$1,150	$860	$1,320	$746	$16,451
1968	$1,731	$1,315	$634	$1,731	$775	$20,147
1969	$1,797	$1,478	$881	$1,999	$845	$19,669
1970	$1,950	$1,615	$1,075	$2,340	$958	$19,930
1971	$2,234	$1,957	$1,605	$3,192	$1,055	$21,453
1972	$2,608	$2,296	$1,342	$3,148	$1,026	$22,285
1973	$3,013	$2,664	$1,731	$4,028	$1,277	$27,269
1974	$3,158	$3,093	$1,852	$4,468	$1,442	$31,035
1975	$3,571	$4,036	$2,460	$5,417	$1,486	$35,496
1976	$4,167	$4,494	$2,740	$6,043	$1,648	$40,596
1977	$4,718	$4,849	$3,109	$7,151	$1,748	$48,734
1978	$5,373	$5,227	$3,736	$8,066	$1,802	$61,825
1979	$5,816	$5,925	$3,961	$8,470	$1,743	$64,210
1980	$6,475	$6,835	$4,428	$10,122	$1,981	$62,457
1981	$7,266	$8,204	$4,395	$10,421	$1,989	$70,223
1982	$9,992	$9,379	$3,791	$13,721	$2,682	$81,305
1983	$10,357	$9,364	$5,946	$14,160	$2,893	$81,684
1984	$10,149	$10,140	$5,706	$14,712	$3,328	$89,567
1985	$11,161	$10,178	$6,052	$16,122	$3,652	$96,236
1986	$11,222	$10,220	$6,348	$16,468	$3,738	$99,189

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 2, 1988



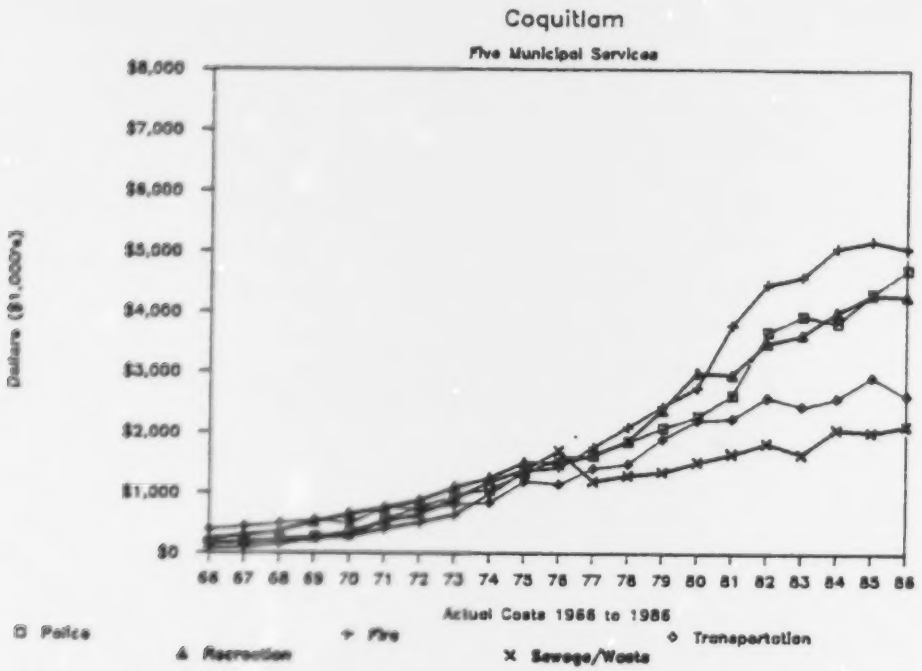
BURNABY

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	7.7%	6.7%	5.0%	7.1%	4.6%
1967	8.5%	7.0%	5.2%	8.0%	4.5%
1968	8.6%	6.5%	3.1%	8.6%	3.8%
1969	9.1%	7.5%	4.5%	10.2%	4.3%
1970	9.8%	8.1%	5.4%	11.7%	4.8%
1971	10.5%	9.1%	7.5%	14.9%	4.9%
1972	11.7%	10.3%	6.0%	14.1%	4.6%
1973	11.0%	9.8%	6.3%	14.8%	4.7%
1974	10.2%	10.0%	6.0%	14.4%	4.6%
1975	10.1%	11.4%	6.9%	15.3%	4.2%
1976	10.3%	11.1%	6.7%	14.9%	4.1%
1977	9.7%	9.9%	6.4%	14.7%	3.6%
1978	8.7%	8.5%	6.0%	13.0%	2.9%
1979	9.1%	9.2%	6.2%	13.2%	2.7%
1980	10.4%	10.9%	7.1%	16.2%	3.2%
1981	10.3%	11.7%	6.5%	14.8%	2.8%
1982	12.3%	11.5%	7.1%	16.9%	3.3%
1983	12.7%	11.5%	7.3%	17.3%	3.5%
1984	11.3%	11.3%	6.4%	16.4%	3.7%
1985	11.6%	10.6%	6.3%	16.8%	3.8%
1986	11.3%	10.3%	6.4%	16.6%	3.8%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988



COQUITLAM

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966 (1)	$186	$94	$414	$255	$135	$2,540
1967 (1)	$219	$110	$461	$318	$196	$3,024
1968 (1)	$251	$164	$523	$386	$226	$3,786
1969 (1)	$289	$249	$570	$542	$267	$4,681
1970 (1)	$375	$300	$511	$672	$314	$6,192
1971	$579	$423	$777	$782	$548	$6,647
1972	$783	$525	$755	$900	$658	$7,116
1973	$972	$652	$832	$1,119	$920	$8,315
1974	$1,083	$1,005	$858	$1,272	$1,203	$9,634
1975	$1,341	$1,379	$1,212	$1,532	$1,401	$11,764
1976	$1,610	$1,442	$1,169	$1,512	$1,720	$13,515
1977	$1,636	$1,779	$1,434	$1,659	$1,214	$16,302
1978	$1,868	$2,110	$1,311	$1,886	$1,311	$17,885
1979	$2,099	$2,450	$1,923	$2,395	$1,370	$18,701
1980	$2,293	$2,763	$2,228	$3,017	$1,533	$21,054
1981	$2,636	$3,802	$2,255	$2,976	$1,669	$23,394
1982	$3,694	$4,489	$2,603	$3,510	$1,847	$26,484
1983	$3,937	$4,616	$2,456	$3,649	$1,666	$27,217
1984	$3,841	$5,097	$2,594	$4,034	$2,078	$28,953
1985	$4,339	$5,205	$2,945	$4,316	$2,031	$31,229
1986	$4,727	$5,078	$2,625	$4,299	$2,137	$31,784

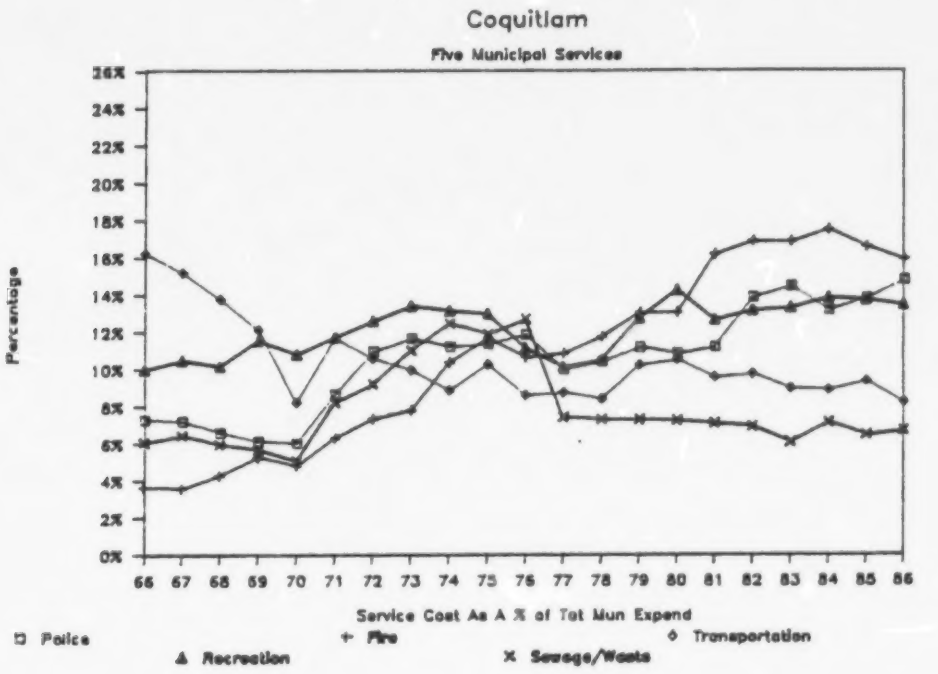
(1) Includes The District of Fraser Mills; amalgamated in 1971.

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 2, 1988



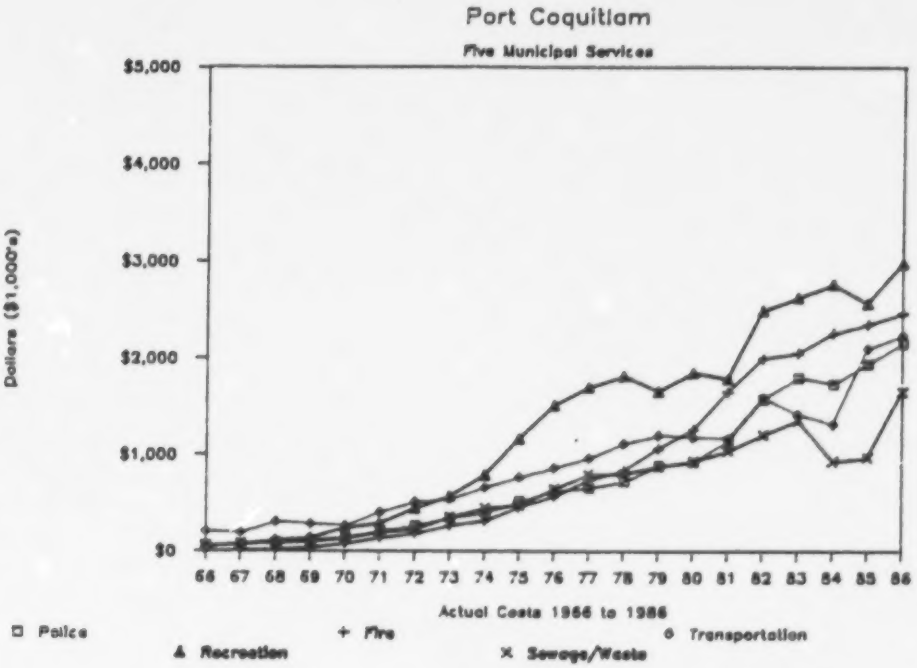
COQUITLAM

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	7.3%	3.7%	16.3%	10.0%	6.1%
1967	7.2%	3.6%	15.2%	10.5%	6.5%
1968	6.6%	4.3%	13.8%	10.2%	6.0%
1969	6.2%	5.3%	12.2%	11.6%	5.7%
1970	6.1%	4.8%	8.3%	10.9%	5.1%
1971	8.7%	6.4%	11.7%	11.8%	8.2%
1972	11.0%	7.4%	10.6%	12.6%	9.2%
1973	11.7%	7.8%	10.0%	13.5%	11.1%
1974	11.2%	10.4%	8.9%	13.2%	12.5%
1975	11.4%	11.7%	10.3%	13.0%	11.9%
1976	11.9%	10.7%	8.6%	11.2%	12.7%
1977	10.0%	10.9%	8.8%	10.2%	7.4%
1978	10.4%	11.8%	8.4%	10.5%	7.3%
1979	11.2%	13.1%	10.3%	12.8%	7.3%
1980	10.9%	13.1%	10.6%	14.3%	7.3%
1981	11.3%	16.3%	9.6%	12.7%	7.1%
1982	13.9%	16.9%	9.8%	13.3%	7.0%
1983	14.5%	17.0%	9.0%	13.4%	6.1%
1984	13.3%	17.6%	9.0%	13.9%	7.2%
1985	13.9%	16.7%	9.4%	13.8%	6.5%
1986	14.9%	16.0%	8.3%	13.5%	6.7%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988



PORT COQUITLAM

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$71	$22	$215	$70	$56	$833
1967	$82	$23	$205	$84	$89	$1,003
1968	$103	$29	$316	$127	$95	$1,342
1969	$127	$49	$294	$151	$110	$1,724
1970	$157	$89	$275	$256	$142	$2,060
1971	$220	$149	$418	$301	$208	$2,393
1972	$274	$196	$524	$457	$237	$3,037
1973	$358	$279	$552	$583	$367	$3,653
1974	$403	$326	$676	$799	$457	$4,450
1975	$530	$471	$777	$1,176	$488	$5,750
1976	$637	$583	$875	$1,520	$656	$6,587
1977	$666	$751	$974	$1,709	$806	$7,698
1978	$734	$849	$1,126	$1,829	$813	$8,269
1979	$895	$1,079	$1,213	$1,668	$889	$8,893
1980	$934	$1,277	$1,191	$1,863	$945	$9,327
1981	$1,161	$1,668	$1,179	$1,798	$1,050	$11,321
1982	$1,589	$2,014	$1,605	$2,508	$1,218	$14,125
1983	$1,814	$2,072	$1,432	$2,645	$1,370	$12,940
1984	$1,748	$2,276	$1,328	$2,782	$940	$13,431
1985	$1,956	$2,368	$2,119	$2,582	$979	$14,193
1986	$2,170	$2,481	$2,255	$2,998	$1,666	$15,803

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

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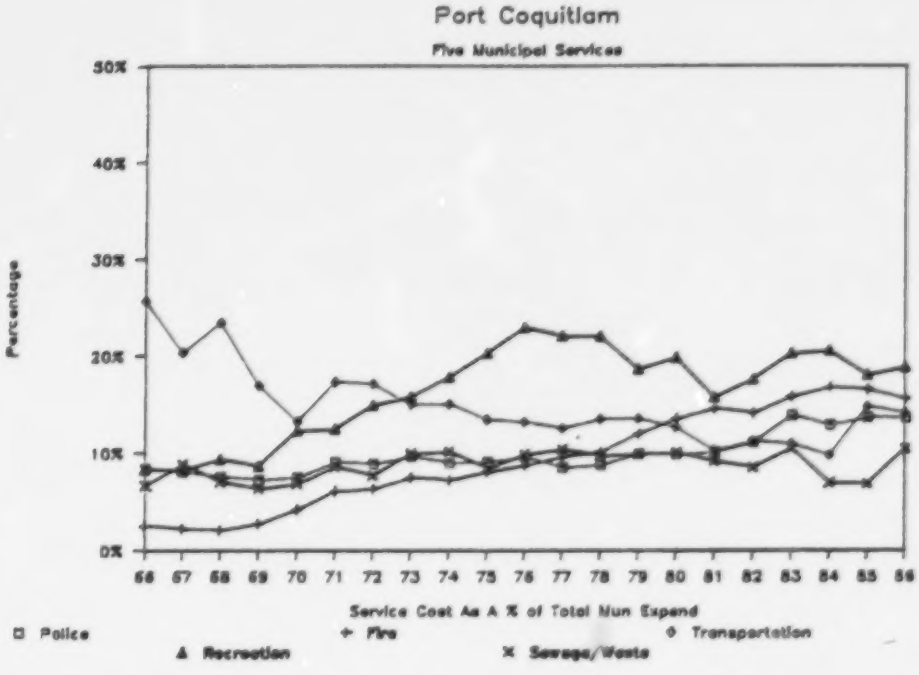


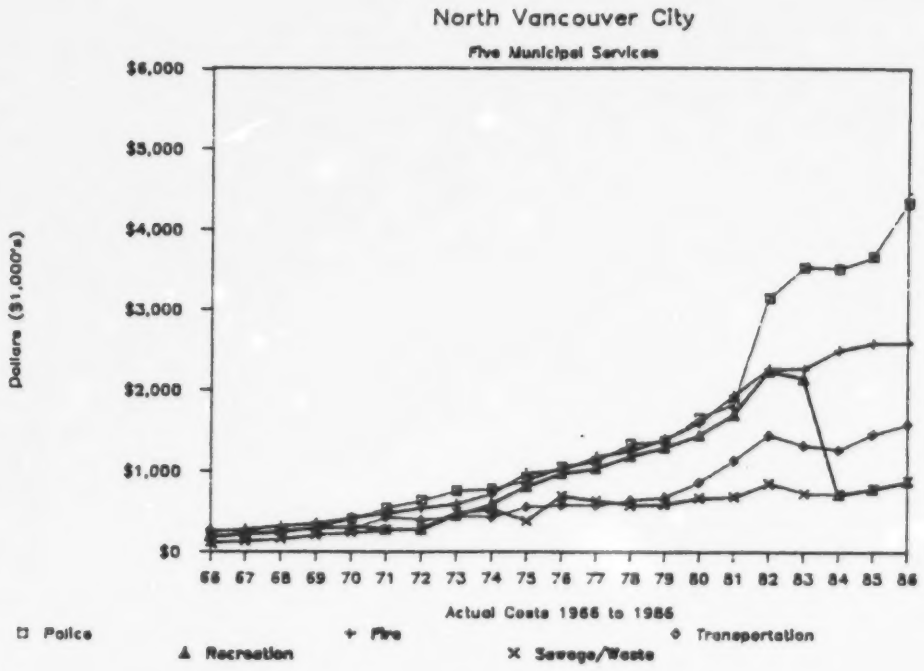
PORT COQUITLAM

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	8.5%	2.6%	25.8%	8.4%	6.7%
1967	8.2%	2.3%	20.4%	8.4%	8.9%
1968	7.7%	2.2%	23.5%	9.5%	7.1%
1969	7.4%	2.8%	17.1%	8.8%	6.4%
1970	7.6%	4.3%	13.3%	12.4%	6.9%
1971	9.2%	6.2%	17.5%	12.6%	8.7%
1972	9.0%	6.5%	17.3%	15.0%	7.8%
1973	9.8%	7.6%	15.1%	16.0%	10.0%
1974	9.1%	7.3%	15.2%	18.0%	10.3%
1975	9.2%	8.2%	13.5%	20.5%	8.5%
1976	9.7%	8.9%	13.3%	23.1%	10.0%
1977	8.7%	9.8%	12.7%	22.2%	10.5%
1978	8.9%	10.3%	13.6%	22.1%	9.8%
1979	10.1%	12.1%	13.6%	18.8%	10.0%
1980	10.0%	13.7%	12.8%	20.0%	10.1%
1981	10.3%	14.7%	10.4%	15.9%	9.3%
1982	11.2%	14.3%	11.4%	17.8%	8.6%
1983	14.0%	16.0%	11.1%	20.4%	10.6%
1984	13.0%	16.9%	9.9%	20.7%	7.0%
1985	13.8%	16.7%	14.9%	18.2%	6.9%
1986	13.7%	15.7%	14.3%	19.0%	10.5%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988



NORTH VANCOUVER CITY

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$199	$271	$283	$198	$125	$2,518
1967	$222	$300	$252	$243	$145	$2,783
1968	$255	$338	$248	$275	$171	$3,172
1969	$329	$373	$325	$305	$221	$3,532
1970	$427	$435	$303	$328	$253	$3,907
1971	$562	$498	$436	$290	$279	$4,433
1972	$657	$556	$403	$289	$298	$5,045
1973	$772	$609	$451	$465	$302	$6,019
1974	$800	$738	$441	$605	$540	$6,427
1975	$903	$991	$573	$819	$387	$8,114
1976	$1,071	$1,042	$590	$988	$703	$8,631
1977	$1,142	$1,193	$585	$1,046	$641	$9,715
1978	$1,355	$1,276	$653	$1,199	$588	$11,573
1979	$1,394	$1,418	$692	$1,308	$601	$11,910
1980	$1,678	$1,620	$877	$1,459	$680	$13,002
1981	$1,856	$1,957	$1,146	$1,710	$693	$13,732
1982	$3,174	$2,287	$1,459	$2,252	$861	$17,783
1983	$3,558	$2,292	$1,333	$2,160	$736	$18,089
1984	$3,542	$2,519	$1,283	$726	$727	$19,396
1985	$3,696	$2,608	$1,477	$794	$799	$21,628
1986	$4,363	$2,613	$1,601	$887	$900	$24,016

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

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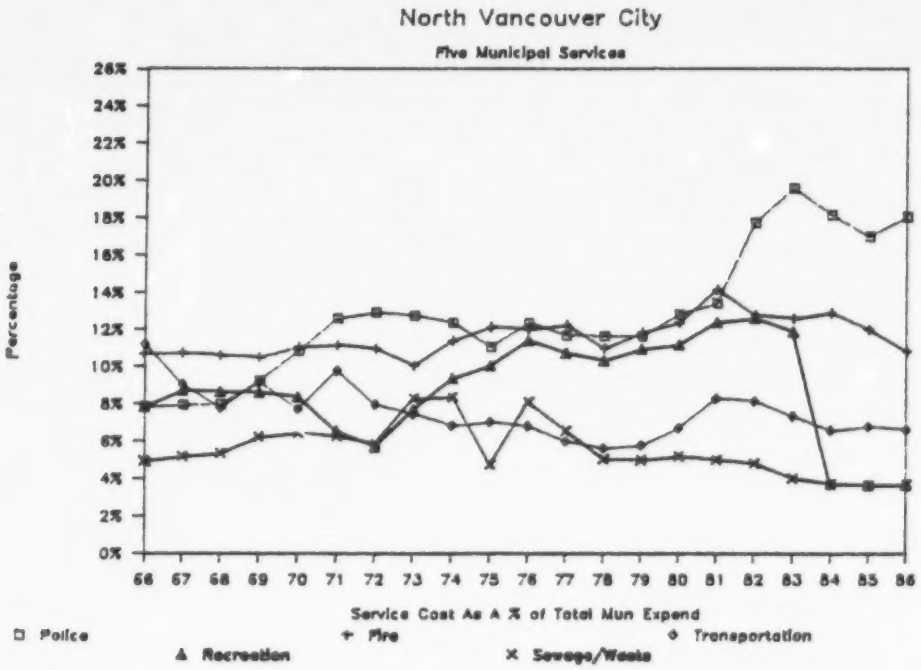


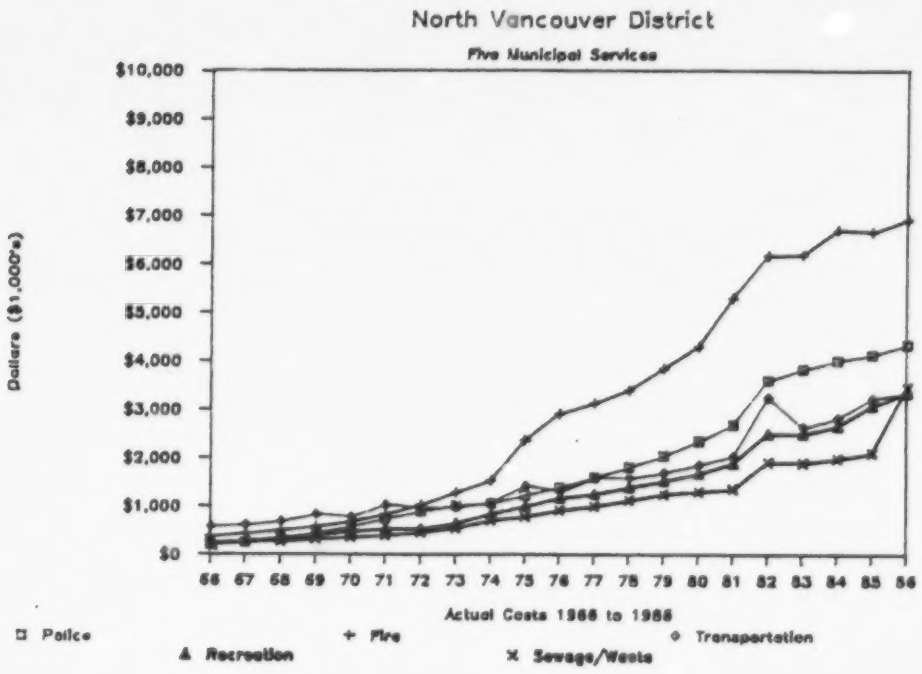
NORTH VANCOUVER CITY

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	7.9%	10.8%	11.2%	7.9%	5.0%
1967	8.0%	10.8%	9.1%	8.7%	5.2%
1968	8.0%	10.7%	7.8%	8.7%	5.4%
1969	9.3%	10.6%	9.2%	8.6%	6.3%
1970	10.9%	11.1%	7.8%	8.4%	6.5%
1971	12.7%	11.2%	9.8%	6.5%	6.3%
1972	13.0%	11.0%	8.0%	5.7%	5.9%
1973	12.8%	10.1%	7.5%	7.7%	8.3%
1974	12.4%	11.5%	6.9%	9.4%	8.4%
1975	11.1%	12.2%	7.1%	10.1%	4.8%
1976	12.4%	12.1%	6.8%	11.4%	8.1%
1977	11.8%	12.3%	6.0%	10.8%	6.6%
1978	11.7%	11.0%	5.6%	10.4%	5.1%
1979	11.7%	11.9%	5.8%	11.0%	5.0%
1980	12.9%	12.5%	6.7%	11.2%	5.2%
1981	13.5%	14.3%	8.3%	12.5%	5.0%
1982	17.8%	12.9%	8.2%	12.7%	4.8%
1983	19.7%	12.7%	7.4%	11.9%	4.1%
1984	18.3%	13.0%	6.6%	3.7%	3.7%
1985	17.1%	12.1%	6.8%	3.7%	3.7%
1986	18.2%	10.9%	6.7%	3.7%	3.7%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988



NORTH VANCOUVER DISTRICT

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$230	$401	$589	$251	$225	$4,750
1967	$269	$463	$626	$303	$284	$5,326
1968	$367	$527	$696	$344	$278	$5,847
1969	$481	$606	$838	$413	$337	$6,260
1970	$606	$706	$785	$490	$373	$7,027
1971	$768	$857	$1,044	$545	$415	$8,029
1972	$914	$1,053	$969	$536	$471	$8,974
1973	$1,039	$1,308	$982	$636	$564	$10,066
1974	$1,082	$1,556	$1,090	$854	$722	$11,480
1975	$1,257	$2,390	$1,437	$1,013	$796	$13,176
1976	$1,423	$2,943	$1,322	$1,191	$932	$14,164
1977	$1,626	$3,159	$1,600	$1,265	$1,019	$17,797
1978	$1,837	$3,426	$1,594	$1,409	$1,149	$18,997
1979	$2,072	$3,867	$1,713	$1,541	$1,274	$19,849
1980	$2,371	$4,320	$1,876	$1,693	$1,323	$21,328
1981	$2,708	$5,324	$2,051	$1,903	$1,372	$24,302
1982	$3,628	$6,210	$3,257	$2,516	$1,927	$28,891
1983	$3,855	$6,224	$2,647	$2,507	$1,919	$28,516
1984	$4,033	$6,732	$2,836	$2,675	$2,007	$30,853
1985	$4,134	$6,691	$3,244	$3,091	$2,123	$32,661
1986	$4,358	$6,934	$3,360	$3,361	$3,472	$35,264

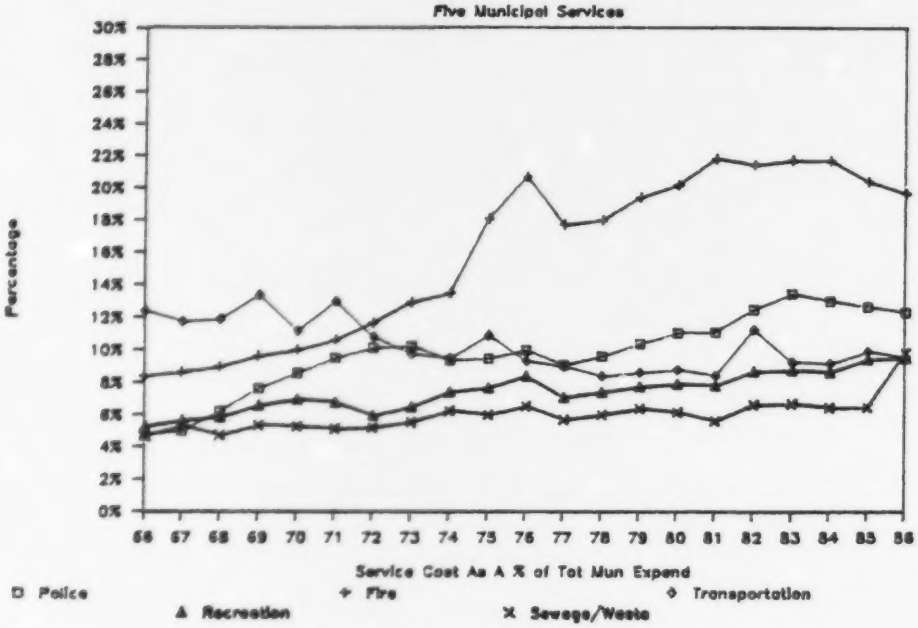
DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 2, 1988

North Vancouver District



NORTH VANCOUVER DISTRICT

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	4.8%	8.4%	12.4%	5.3%	4.7%
1967	5.1%	8.7%	11.8%	5.7%	5.3%
1968	6.3%	9.0%	11.9%	5.9%	4.8%
1969	7.7%	9.7%	13.4%	6.6%	5.4%
1970	8.6%	10.0%	11.2%	7.0%	5.3%
1971	9.6%	10.7%	13.0%	6.8%	5.2%
1972	10.2%	11.7%	10.8%	6.0%	5.2%
1973	10.3%	13.0%	9.8%	6.5%	5.6%
1974	9.4%	13.6%	9.5%	7.4%	6.3%
1975	9.5%	18.1%	10.9%	7.7%	6.0%
1976	10.0%	20.8%	9.3%	8.4%	6.6%
1977	9.1%	17.8%	9.0%	7.1%	5.7%
1978	9.7%	18.0%	8.4%	7.4%	6.0%
1979	10.4%	19.5%	8.6%	7.8%	6.4%
1980	11.1%	20.3%	8.8%	7.9%	6.2%
1981	11.1%	21.9%	8.4%	7.8%	5.6%
1982	12.6%	21.5%	11.3%	8.7%	6.7%
1983	13.5%	21.8%	9.3%	8.8%	6.7%
1984	13.1%	21.8%	9.2%	8.7%	6.5%
1985	12.7%	20.5%	9.9%	9.5%	6.5%
1986	12.4%	19.7%	9.5%	9.5%	9.8%

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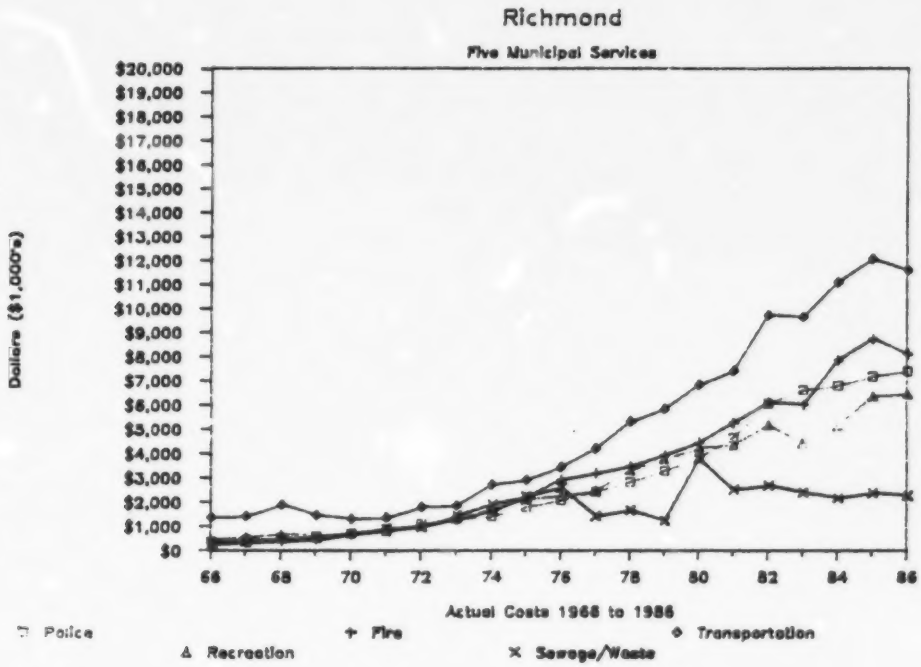
Ministry of Attorney General

DATE: May 2, 1988



RICHMOND

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

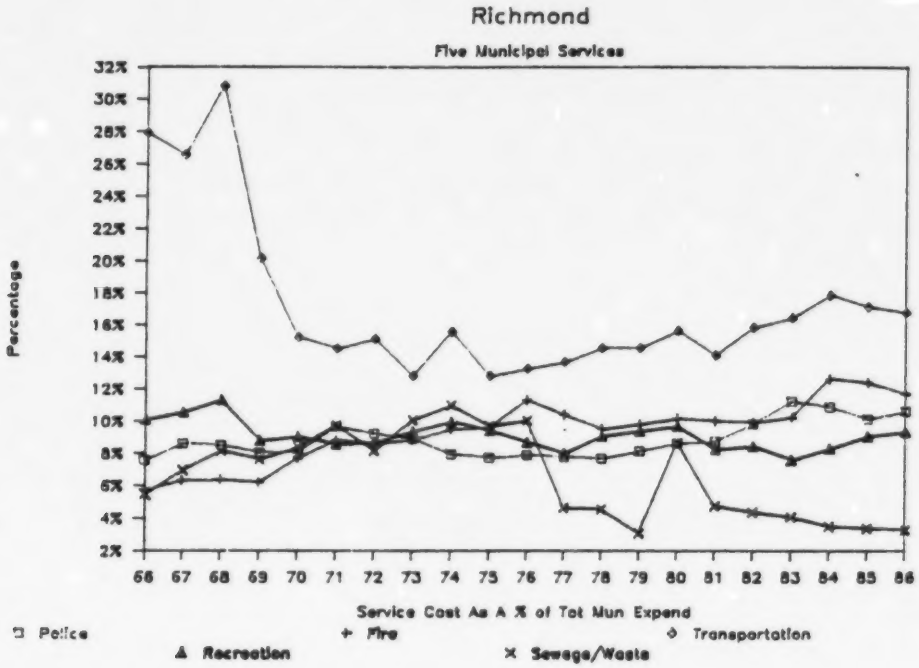
Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$375	$286	$1,373	$498	$272	$4,910
1967	$468	$346	$1,435	$572	$379	$5,390
1968	$531	$398	$1,911	$703	$507	$6,183
1969	$591	$456	$1,472	$643	$559	$7,273
1970	$703	$671	$1,314	$783	$728	$8,613
1971	$917	$837	$1,371	$809	$925	$9,408
1972	$1,115	$1,039	$1,814	$1,045	$982	$11,962
1973	$1,305	$1,298	$1,871	$1,368	$1,476	$14,532
1974	$1,405	$1,681	$2,740	$1,761	$1,939	$17,504
1975	$1,787	$2,229	$2,952	$2,171	$2,245	$22,917
1976	$2,076	$2,973	$3,479	$2,279	$2,641	$26,070
1977	$2,422	$3,229	$4,239	$2,481	$1,448	$30,815
1978	$2,837	$3,512	$5,353	$3,347	$1,690	$36,606
1979	$3,307	$3,982	$5,880	$3,799	$1,251	$40,146
1980	$3,807	$4,496	$6,877	$4,272	$3,821	$43,749
1981	$4,654	$5,319	$7,457	$4,370	$2,527	$52,630
1982	$6,086	$6,144	$9,767	$5,213	$2,711	$61,322
1983	$6,640	$6,065	$9,692	$4,467	$2,416	$58,626
1984	$6,817	$7,909	$11,161	$5,176	$2,205	$62,057
1985	$7,190	$8,776	$12,122	$6,412	$2,406	$70,346
1986	$7,406	$8,131	$11,646	$6,490	$2,299	$69,188

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

PREPARED BY: Police Services, Ministry of Attorney General
DATE: May 2, 1988



RICHMOND

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sev./Waste
1966	7.6%	5.8%	28.0%	10.1%	5.5%
1967	8.7%	6.4%	26.6%	10.6%	7.0%
1968	8.6%	6.4%	30.9%	11.4%	8.2%
1969	8.1%	6.3%	20.2%	8.8%	7.7%
1970	8.2%	7.8%	15.3%	9.1%	8.5%
1971	9.7%	8.9%	14.6%	8.6%	9.8%
1972	9.3%	8.7%	15.2%	8.7%	8.2%
1973	9.0%	8.9%	12.9%	9.4%	10.2%
1974	8.0%	9.6%	15.7%	10.1%	11.1%
1975	7.8%	9.7%	12.9%	9.5%	9.8%
1976	8.0%	11.4%	13.3%	8.7%	10.1%
1977	7.9%	10.5%	13.8%	8.1%	4.7%
1978	7.8%	9.6%	14.6%	9.1%	4.6%
1979	8.2%	9.9%	14.6%	9.5%	5.1%
1980	8.7%	10.3%	15.7%	9.8%	6.7%
1981	8.8%	10.1%	14.2%	8.3%	4.8%
1982	9.9%	10.0%	15.9%	8.5%	4.4%
1983	11.3%	10.3%	16.5%	7.6%	4.1%
1984	11.0%	12.7%	18.0%	8.3%	3.6%
1985	10.2%	12.5%	17.2%	9.1%	3.4%
1986	10.7%	11.8%	16.8%	9.4%	3.3%

PREPARED BY: Police Services,
Ministry of Attorney General

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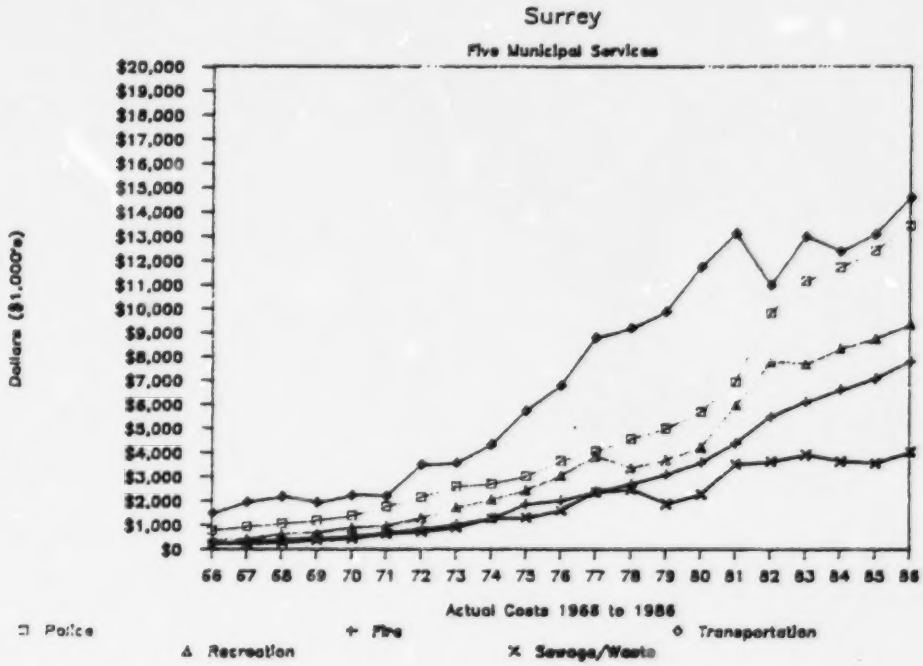

SURREY

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$772	$315	$1,508	$431	$234	$6,418
1967	$933	$341	$1,962	$466	$274	$7,926
1968	$1,056	$443	$2,188	$662	$312	$8,981
1969	$1,181	$509	$1,937	$732	$415	$9,478
1970	$1,384	$557	$2,254	$933	$476	$11,299
1971	$1,762	$739	$2,216	$1,007	$674	$13,669
1972	$2,149	$875	$3,519	$1,310	$740	$17,452
1973	$2,597	$1,050	$3,589	$1,734	$935	$19,733
1974	$2,696	$1,311	$4,340	$2,081	$1,298	$25,453
1975	$3,027	$1,889	$5,755	$2,475	$1,325	$31,830
1976	$3,665	$2,063	$6,818	$3,091	$1,632	$39,185
1977	$4,060	$2,420	$8,802	$3,859	$2,396	$46,913
1978	$4,557	$2,728	$9,209	$3,381	$2,487	$51,526
1979	$5,010	$3,141	$9,896	$3,728	$1,893	$57,924
1980	$5,692	$3,616	$11,769	$4,253	$2,300	$62,832
1981	$6,940	$4,423	$13,149	$5,992	$3,538	$74,206
1982	$9,818	$5,536	$10,998	$7,794	$3,655	$78,134
1983	$11,168	$6,151	$13,012	$7,706	$3,938	$86,951
1984	$11,742	$6,645	$12,403	$8,353	$3,654	$84,442
1985	$12,424	$7,111	$13,127	$8,785	$3,588	$90,160
1986	$13,458	$7,825	$14,634	$9,370	$4,053	$100,179

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

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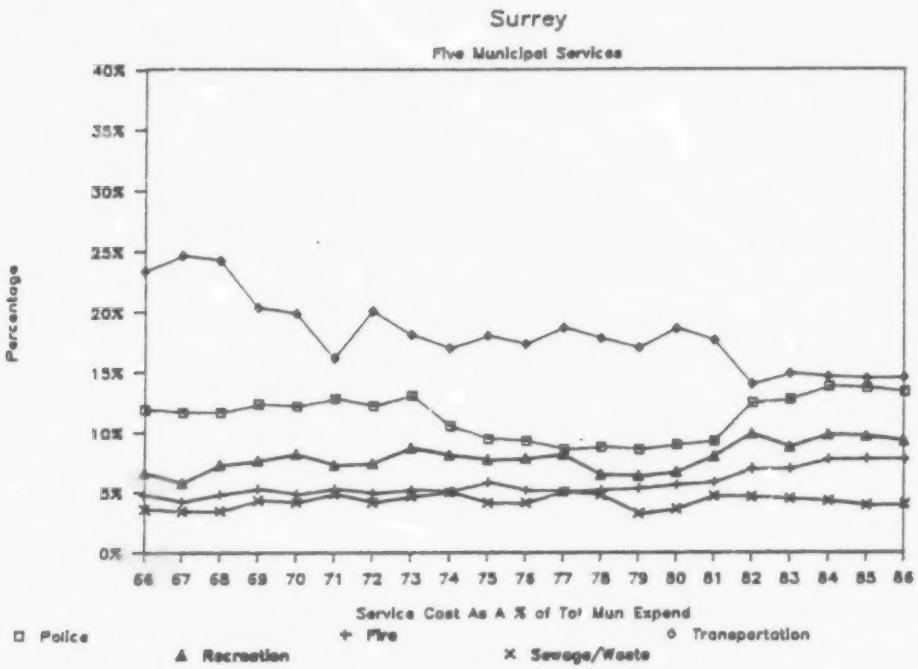


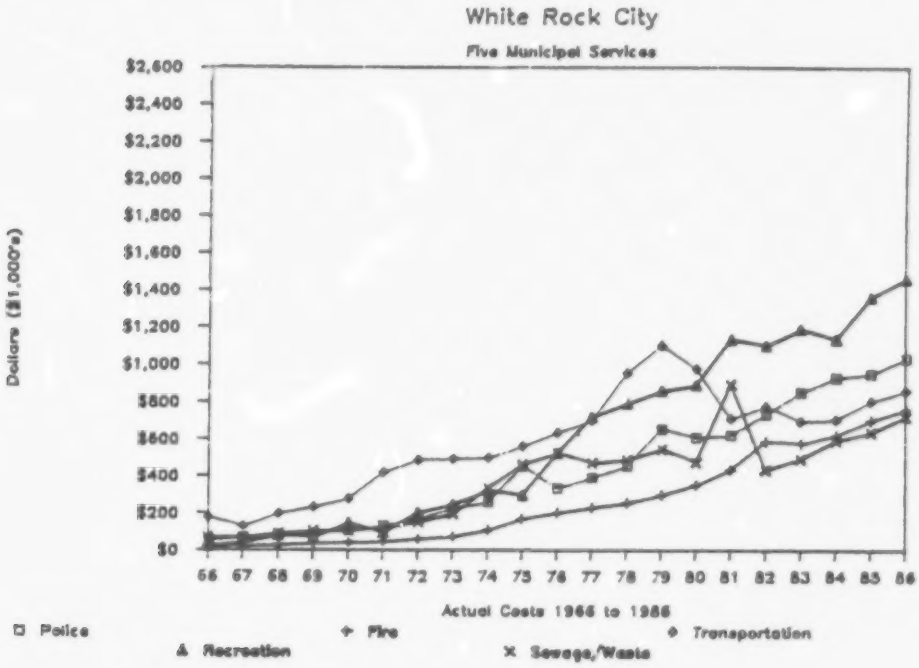
SURREY

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	12.0%	4.9%	23.5%	6.7%	3.6%
1967	11.8%	4.3%	24.8%	5.9%	3.5%
1968	11.8%	4.9%	24.4%	7.4%	3.5%
1969	12.5%	5.4%	20.4%	7.7%	4.4%
1970	12.2%	4.9%	19.9%	8.3%	4.2%
1971	12.9%	5.4%	16.2%	7.4%	4.9%
1972	12.3%	5.0%	20.2%	7.5%	4.2%
1973	13.2%	5.3%	18.2%	8.8%	4.7%
1974	10.6%	5.2%	17.1%	8.2%	5.1%
1975	9.5%	5.9%	18.1%	7.8%	4.2%
1976	9.4%	5.3%	17.4%	7.9%	4.2%
1977	8.7%	5.2%	18.8%	8.2%	5.1%
1978	8.8%	5.3%	17.9%	6.6%	4.8%
1979	8.6%	5.4%	17.1%	6.4%	3.3%
1980	9.1%	5.8%	18.7%	6.8%	3.7%
1981	9.4%	6.0%	17.7%	8.1%	4.8%
1982	12.6%	7.1%	14.1%	10.0%	4.7%
1983	12.8%	7.1%	15.0%	8.9%	4.5%
1984	13.9%	7.9%	14.7%	9.9%	4.3%
1985	13.8%	7.9%	14.6%	9.7%	4.0%
1986	13.4%	7.8%	14.6%	9.4%	4.0%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988



WHITE ROCK CITY

ACTUAL COSTS ($1000'S) OF FIVE MUNICIPAL SERVICES

Year	Police	Fire	Trans.	Rec.	Sewage/ Waste	Adjusted Tot. Expends
1966	$59	$28	$179	$25	$71	$703
1967	$76	$31	$130	$44	$73	$784
1968	$91	$34	$198	$83	$94	$905
1969	$100	$43	$234	$73	$107	$1,016
1970	$113	$47	$280	$150	$110	$1,132
1971	$139	$53	$423	$96	$126	$1,367
1972	$176	$68	$489	$206	$157	$1,634
1973	$232	$80	$496	$249	$198	$1,901
1974	$266	$116	$501	$324	$339	$2,453
1975	$460	$175	$564	$299	$467	$2,922
1976	$341	$207	$639	$327	$529	$3,213
1977	$398	$236	$704	$724	$474	$4,231
1978	$461	$262	$959	$797	$492	$4,446
1979	$663	$303	$1,108	$866	$553	$5,103
1980	$617	$360	$983	$897	$478	$5,483
1981	$629	$442	$716	$1,142	$900	$6,534
1982	$743	$596	$782	$1,108	$439	$6,196
1983	$862	$585	$700	$1,198	$499	$6,297
1984	$940	$632	$710	$1,142	$597	$6,298
1985	$960	$709	$809	$1,370	$643	$6,930
1986	$1,043	$769	$864	$1,469	$728	$7,429

DATA QUALIFIER

1. Total municipal expenditures and expenditures on sewage/waste have been adjusted to maintain consistency throughout the period 1966 to 1986.

SOURCES: SCHEDULES entitled "General Expenditures for the year ended December 31, 19--", and "Sewer System Revenue and Expenditure for the year ended December 31, 19--" from the Municipal Statistics Books, published annually by the Ministry of Municipal Affairs.

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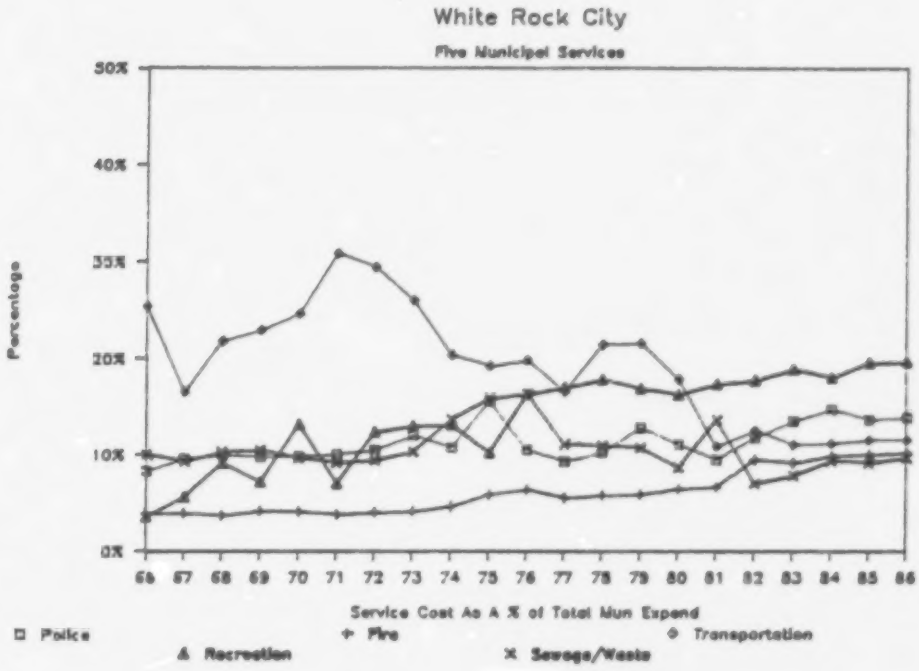

WHITE ROCK CITY

COSTS OF FIVE MUNICIPAL SERVICES AS A
PERCENTAGE OF TOTAL MUNICIPAL EXPENDITURES

Year	Police	Fire	Trans.	Rec.	Sew./Waste
1966	8.4%	4.0%	25.5%	3.6%	10.1%
1967	9.7%	4.0%	16.6%	5.6%	9.3%
1968	10.1%	3.8%	21.9%	9.2%	10.4%
1969	9.8%	4.2%	23.0%	7.2%	10.5%
1970	10.0%	4.2%	24.7%	13.3%	9.7%
1971	10.2%	3.9%	30.9%	7.0%	9.2%
1972	10.6%	4.1%	29.6%	12.5%	9.5%
1973	12.2%	4.2%	26.1%	13.1%	10.4%
1974	10.8%	4.7%	20.4%	13.2%	13.8%
1975	15.7%	6.0%	19.3%	10.2%	16.0%
1976	10.6%	6.4%	19.9%	16.4%	16.5%
1977	9.4%	5.6%	16.6%	17.1%	11.2%
1978	10.4%	5.9%	21.6%	17.9%	11.1%
1979	13.0%	6.0%	21.7%	17.0%	10.8%
1980	11.3%	6.6%	17.9%	16.4%	8.7%
1981	9.6%	6.8%	11.0%	17.5%	13.8%
1982	12.0%	9.6%	12.6%	17.9%	7.1%
1983	13.7%	9.3%	11.1%	19.0%	7.9%
1984	14.9%	10.0%	11.3%	18.1%	9.5%
1985	13.8%	10.2%	11.6%	19.7%	9.3%
1986	14.0%	10.4%	11.6%	19.8%	9.8%

PREPARED BY: Police Services,
Ministry of Attorney General

DATE: May 2, 1988

British Columbia Policing
Costs Distribution

Policing Jurisdictions	Percent of Police Costs Paid By Local TaxPayer (A)		B.C. TaxPayer (B)		Canadian TaxPayer (C)	
	1986	1991	1986	1991	1986	1991
1. 12 municipalities with own municipal forces	100%	100%	0	0	0	0
2. 21 municipalities with population over 15,000 ... R.C.M.P.	85%	90%	0	0	15%	10%
3. 29 municipalities with population 5-15,000 ... R.C.M.P. *	60%	70%	0	0	40%	30%
4. 80 municipalities with population < 5,000 ... R.C.M.P.	0	0	60%	70%	40%	30%
5. Unincorporated areas ... R.C.M.P.	min%	min%	60%	70%	40%	30%
6. Federal R.C.M.P. ... "E" division	0	0	0	0	100%	100%

* Includes seven (7) municipalities which reached 5,000 population since 1981 ... Revelstoke, North Saanich, Port Hardy, Fernie, Pitt Meadows, Coldstream and Parksville ... another 4-5 will probably be added to this list by 1991.

(A) Through property assessment and taxation by the municipality

(B) Through other than property assessment and taxation (e.g. Provincial Sales Taxes and Personal Income Tax)

(C) Through other than property assessment and taxation (e.g. Federal Sales Taxes and Personal Income Tax)

CONTRACTED R.C.M.P STATISTICS (CANADA-WIDE)

PROVINCE	PROVINCIAL FORCE	MUNICIPAL ESTABLISHMENT MUN. ABOVE 15,000	MUNICIPAL ESTABLISHMENT BELOW 15,000	TOTAL RCMP ESTIMATE	1985/86 MUNICIPAL CONTRACT COSTS	1985/86 PROV. FORCE COSTS	TOTAL RCMP CONTRACT COSTS
British Columbia	1494	1533	321	3348	78,500,000	66,755,000	145,255,000
Alberta	1182	209	367	1758	20,048,000*	51,020,000	71,068,000
Saskatchewan	838	-	193	1031	5,597,000*	35,803,000	41,400,000
Manitoba	596	-	158	754	4,592,000	26,196,000	30,788,000
ONTARIO	-	-	-	-	-	-	-
QUEBEC	-	-	-	-	-	-	-
Nova Scotia	519	-	60	579	1,740,000*	21,892,000	23,632,000
Prince Edward Island	93	-	12	105	348,000*	3,588,000	3,936,000
New Brunswick	288	-	74	362	2,146,000*	14,500,000	16,646,000
Newfoundland	546	(46)	0	592	2,323,000	22,822,000	25,145,000
Yukon	113	0	0	113	-	-	-
Northwest Territories	212	0	0	212	-	-	-
	5881	1788	1185	8854	115,294,000	242,576,000	357,870,000

* Figures marked with an asterisk are estimates calculated by Police Services Branch and are subject to confirmation by officials in these jurisdictions.

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Appendix III

Regionalization Issues

Appendix III - Regionalization Issues

There are a number of issues which must be taken into consideration (i.e. evaluated) in developing a Masterplan for implementation of a 'Regional' Police Force:

1. Is the geographic area of the G.V.R.D. suitable to some form of 'Regional' Policing? Some of the factors that may be considered in this regard are:
   - urban/rural mix
   - development and growth patterns
   - population
   - geographic relationship between given jurisdictions
   - street and road mileage

2. Organizational Structure and Personnel Issues to be Considered:
   - What organizational structure is best suited for a 'Regional' Police Force in the G.V.R.D.?
   - What shift structures currently exist? ... and which one should prevail?
   - How will amalgamation affect the existing police unions? What plans could be put in place to facilitate the transition from several unionized police forces to one 'Regional' Police Union?
   - Would the existing police be appointed to positions in the new force? ... or would these positions be open to competition?
   - How would differences in wage schedules, fringe benefits, etc. be equalized?
   - The present Police Boards may have to be abolished and a new Regional Board created. What would be the size of this Board and how would representation on this Board be determined?

3. Police Accommodation for an Amalgamated Force
   - What police accommodation is currently available?
   - Should one building be used as a Central Headquarter for administration, and all or some of the others be maintained as operational police offices only?

4. A new central communications, dispatch, and records system could be required if 'Regional' policing were introduced. Where should it be located?

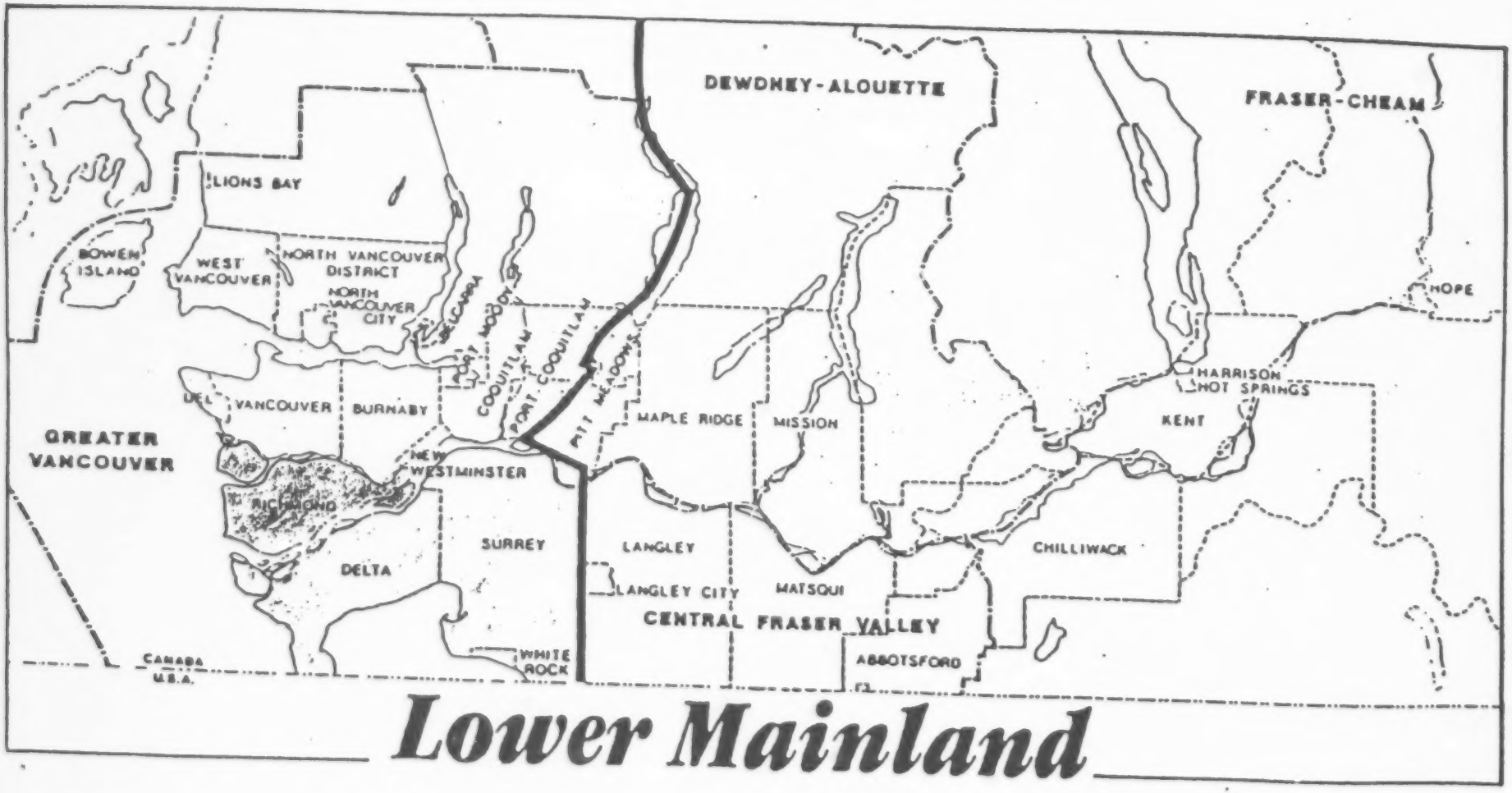
5. Equipment Inventories
   - An inventory of all equipment would have to be conducted.
   - Policies and procedures would have to be created for the purchasing of standardized equipment for the 'Regional' Force.

6. Financing of the 'Regional' Force
   - How would the 'Regional' Force be financed?
   - Some of the factors which may be considered in arriving at a method to distribute the costs of a 'Regional' force amongst participating jurisdictions are: present police costs; assessments; per capita police costs; crime rate; calls for service; etc.
   - What are the start up costs of introducing 'Regional' Policing? ... and, in this regard, would assistance be sought from senior levels of government?

Appendix IV

Arguments For & Against Regionalization

POSSIBLE GEOGRAPHIC DETACHMENTS FOR A G.V.R.D. REGIONAL / METROPOLITAN POLICE FORCE



A.0 ARGUMENTS AGAINST REGIONAL/METROPOLITAN POLICING

1. "RCMP members assigned to both provincial and municipal duties are also expected to perform federal work as required... consideration is given financially in contracts ... If RCMP jurisdiction was turned over to a regional/metropolitan police force, the likely result would be a loss of federal dollars which would have to be replaced by provincial or municipal funding";
2. "A regional police force would save little, if any, in salaries and fringe benefits as no decrease in the strength of the force is likely";
3. "There are no policing grants given to municipalities by the Province, except for 1st timers. Regionalization will forever give up the possibility";
4. "One-time start-up and transitional costs would be substantial. If the province and the regional municipality could not come to terms on these costs, then the cost would have to be borne by the regional municipal ity, a totally unacceptable arrangement".
   - . Standardize uniform design;
   - . Issue new identification cards, badges, shoulder flashes, etc.;
   - . Change over vehicles;
   - . Design and purchase new stationary, report forms, etc.;
   - . Train members in new procedures;
   - . Amalgamate records systems, files (case reports, detective, personnel, etc.), communications systems, etc.;
   - . Consolidate a variety of other functions;
   - . Plan the entire process
5. "A regional police force will necessarily cost the taxpayers more in those municipalities with lower police costs per capita";
6. "There are no regional police forces in B.C., nor is there any legislative authority at the present time which permits the administration of a police service by a Regional District";
7. "A large regional force will be less personalized, with less intimate relations between the police and the public";
8. "Critics of regionalization have argued that regionalization threatens the civic identity of the community";

A.0 ARGUMENTS AGAINST REGIONAL/METROPOLITAN POLICING (cont'd)

9. "A regional police force will be less personalized and less subject to local input and control" ... i.e. a loss of community identify ...;
10. "Planning process (prior and during implementation) is costly";
    - . Equipment needs
    - . Compensation
    - . Who to involve in the process
    - . Federal and provincial forces impact
    - . Management style during phase in
    - . Staff problems
        - Assimilation of senior staff
        - Staff dissatisfaction
    - . Expensive and disruptive to organizations causing disagreement, bad feeling and controversial issues
11. "How will rural areas be policed?";
    - . Complete regionalization -- No provincial force -- rural areas and provincial highways/bridges policed by regional force; or
    - . Phase-out provincial force gradually; or
    - . Contract for provincial forces
12. "Urban versus rural split";
    - . Inequitable taxing for costs
        - 2-level tax assessment
        - retain provincial policing in rural areas
13. "There is no apparent need for a regionalized force: Present arrangements are satisfactory".

B.0 ARGUMENTS FOR REGIONAL/METROPOLITAN POLICING

1. The financial load would be spread equally among the various municipalities;
2. Cost savings would be recognized through central control of purchasing (i.e. bulk purchasing procedures);
3. Many fragmented, overlapping and duplicate police services could be consolidated under one force;
4. Equipment, vehicles and personnel of the former municipal forces would be available when necessary throughout the region for use in industrial disputes, strikes, riots or emergencies requiring extra police coverage;
5. Specialized services would likely be provided uniformly across the region under an amalgamated department;
6. A unified force would provide better control over the criminal element living in or infiltrating the general area, by making it possible to provide adequate serveillance of such persons;
7. The entire metropolitan area would have the benefit of central:
   i) morality branch;
   ii) traffic branch;
   iii) criminal investigation branch;
   iv) criminal identification branch;
   v) canine unit
8. A centralized communication system would provide:
   . improved coordination and monitoring of mobile and foot patrol police,
   . an increase in effective police strength for field operations because some staff would be released from existing communications stations,
   . delays which would have existed under separate forces would be removed in emergency and critical situations where speed is an important factor in apprehending an offender;
   . a reduction in total communication costs through economies of scale in manpower costs and capital equipment usage;
9. "A central records file would provide:
   . uniform accessibility to all information gathered by police personnel throughout the region;

B.0 ARGUMENTS FOR REGIONAL/METROPOLITAN POLICING (cont'd)

- . more efficient processing of information upon which the deployment of investigation and surveillance personnel is based,
- . elimination of delays involved in searches of several police files;
- . reduction in clerical staff involved in records maintenance;
- . elimination of records typing and reproduction costs; and
- . reduction of filing space costs.

10. A standard method of recording criminal occurrences, one system of reporting, and the use of standardized forms should lead to an improvement in the analysis of crime and the development of preventive measures for the entire area;
11. A single board would be the policing governing authority for the region. This would facilitate uniform enforcement of the Criminal Code and other statutes, and establish a standard policing policy through the area;
12. The Chief of Police and the Board would be able to function with a minimum of local political interference;
13. A planning unit would be possible in the amalgamated force, allowing for long range planning on a permanent basis, taking into consideration the anticipated projected growth and development of all the municipalities;
14. Any differences which exist in wage schedules and fringe benefits for police officers doing similar work in adjoining municipalities would be eliminated;
15. In the larger organization, police personnel would likely have better opportunities for promotion, to work in geographic locations of their choice, and to select the specialty of other type of police work in which they may be interested;
16. A larger force will allow more flexibility to arrange training for staff (small forces can tend to postpone attendance due to lack of coverage); also, the resultant increase in trained men, plus the training of selected personnel in specialized areas, should increase success in investigation of crime and assure a superior police service;
17. A reduction in space requirements in separate, individual municipalities and in individual planned expansions should be anticipated;

B.0 ARGUMENTS FOR REGIONAL/METROPOLITAN POLICING (cont'd)

18. Court liason costs would be reduced under a regional force. At present municipal forces supply members on a daily basis for court purposes, to process infractions charged by the Department. Amalgamation could return some of these officers to field service ... that is, the entire court operation for the Region could be performed by one or two officers. In addition, all forces are responsible for the transfer of prisoners to and from the Provincial Regional Detention Center on a daily basis. With this duty being handled by a Regional Force, some savings should be realized in manpower and transportation.
19. Use of special equipment, such as helicopters, airplanes, etc. would be shared;
20. Ability to transfer emergency calls to appropriate detachments would be enhanced;
21. Police boat(s) for entire regional waterways;
22. Detention facilities, regional or provincial;

23. "Regional policing is more economically and operationally viable than any other form of policing, furthermore, it offers the best long-term capability to cope with, and contain the law enforcement challenges and problems of the future".
    e.g. "Hollywood North"
    "Gambling"
    "Financial Centre"
24. "... Regional policing is equal to or better, in most cases, to any other approach to law enforcement and public protection".
25. "... Large forces, be they regional-size or city size, benefit substantially from the organizational flexibility associated with consolidated manpower resources".
26. "... Of all the services regionalized to date, policing makes the most sense ...".
27. Under a regional force, the present facilities could serve as satellite stations, with the bulk of the administrative function carried out in some central location. Thus, space requirements in each municipality, and planned expansions, would be reduced.
28. "A large Regional Force can take greater advantage of new technology and specialization than can smaller forces."

Appendix V

Summary of
Municipal Police Agreement
(i.e. R.C.M.P.)

Summary of Municipal Police Agreement (i.e. R.C.M.P.)

A. Municipality Pays Directly For (i.e. 100%)

. Office Accommodation for its contracted force, including
  - Heat, light, telephone and water;
  - Furniture including desks, chairs, filing cabinets, bookcases and tables; and
  - Janitorial services.

. Jail Cell Accommodation including
  - Bedding; and
  - Water supply

. Car/Motorbike Garage Space including
  - Heat and light

. Peoples Needs who are in custody of R.C.M.P. including
  - Hospitalization; and
  - Medical examination and treatment

. Witnesses needs including
  - Transportation;
  - Maintenance;
  - Escort;
  - Fees; and
  - Costs

. Stenographers and other civilian Support Staff as determined necessary by the B.C. Commissioner

. Solicitors costs

B. Municipality Pays Indirectly For (i.e. < 100%)

. Office Machines including typewriters, word processors, comaputers, adding machines, calculators, dictating equipment and copying equipment, that is less than $100,000.00 in costs

. Members Salaries and Benefits

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Appendix VI

Police Units and Functions

Police Functions and Units

1. Administration ("Handles functions to keep a large bureaucracy afloat")
   - Recruitment
   - Museum
   - Training
   - Accident Records
2. Staff Operations ("More specialized services")
   - Auto recovery/theft (i.e. stolen auto squad)
   - Bail and parole
   - Cheque squad
   - Communications
   - Commercial Crime
   - Complaints and internal investigations
   - Criminal detection laboratory
   - Court
   - CLEU
   - Drugs
   - Fraud and forgery
   - Firearms regulations
   - Customs and excise
   - Homicide
   - Hit and run
   - Intelligence
   - Internal affairs
   - Investigative support
   - Identification
   - Lost and found
   - Marine unit
   - Major crime
   - Morality
   - Native Indian liaison
   - Planning and research
   - Stolen property squad
   - Strick force
   - Sexual offense squad
   - Taxi squad
   - Other
   - Vancouver integrated intelligence unit
   - Vice intelligence morality
   - Vehicle maintenance
   - Victim and witness services unit
   - Warrant squad
   - Youth bureau
3. Field Operations ("General activities")
   - Community Relations
   - Crime prevention/stoppers
   - Detectives
   - Foot patrol
   - Emergency task force
   - Ethnic & community services
   - Mounted police
   - Mobile patrol (i.e. vehicular)
   - Parking control officers
   - Patrol support
   - Traffic
   - Youth workers

Appendix VII

An Overview of the Statutory Base for Regional Policing in the G.V.R.D.

An Overview of the Statutory Base For Regional Policing in the G.V.R.D.

The supportive legislation for the establishment of 'Regional' policing in the G.V.R.D. should consist of broad generalized statements with regard to the following major provisions:

1. The appointment of a 'Regional' Board of Commissioners of Police

   To assist the newly appointed Board of Commissioners of Police in undertaking their new role, guidelines and standards should be made available in the form of well-documented rules, regulations and procedures relating to the government and administration of the Force. With a police by-law as a legal base, these rules, regulations and procedures would specify the organization, levels of responsibility and accountability, rules of conduct and procedures, etc., etc. It is suggested that the development of such guidelines and standards be best undertaken by a responsible Provincial agency, viz., the B.C. Police Commission or equivalent.

2. The basis by which police officers in the existing Municipal and R.C.M.P. forces are entitled to become members of the 'Regional' Force

   A guarantee of employment provided by legislation protects the tenure of encumbent officers in the existing Forces, and thus assures their placement in the 'Regional' organization.

3. That benefits of employment would be no less favourable than received prior to 'Regionalization'. This clause should include a proviso to exclude the transfer of existing ranks

   History (in other jurisdictions in Canada) has shown that while legislation has provided for the non-transfer of ranks from existing Forces - in actual practice this was not always adhered to. The result was that some officers were given rank and responsibility beyond their capability in a 'Regional' environment. This mistake is taking many years to rectify. Retirement is the only corrective sanction available.

   A probationary appointment, subject to the qualification of the officer, would provide the required flexibility during the evolutionary period following 'Regionalization'.

4. Inclusion of employees in the British Columbia Municipal Employees Retirement System, including:
   - transfer of service entitlements
   - retirement ages
   - sick leave credits

The inclusion of all employees in the British Columbia Municipal Employees Retirement System generally would result in optimizing the benefits for all 'Regional' employees. However, it might be necessary to add certain amendments to the legislation to provide more flexibility to management in the treatment of unusual causes, viz.,

> "Where, under the provisions of this section, any employee, in the opinion of the Minister, experiences any difficulty or hardship with regard to the transfer of any pension rights or sick leave credits, the Minister may, by order, do anything to alleviate such difficulty or hardship."

5. A restriction on the transfer of officers to detachment(s) farther than, typically, fifteen miles from a former location without the officer's consent

The restriction on the transfer of an officer to a location farther than fifteen miles imposes a constraint in the utilization of personnel at a time when maximum flexibility is vital to a balanced re-deployment plan.

6. Specification of the formation of a Joint Bargaining Committee, representative of the existing forces bargaining units, and its relationship to the 'Regional' Board of Commissioners of Police.

Joint bargaining assumes much more impact as a result of consolidating the separated pre-regional representation of police personnel. Political consideration aside, a clearer delineation of management prerogatives and bargaining rights at the formative stage might avoid the decentralized effect of repeated arbitration on such matters as two-man patrols, shift scheduling, vacation entitlements, etc., etc.

7. Assumption by by-laws of land and buildings for police accommodation. This should include a restriction on the disposal or encumbrance of land or buildings for several months prior to 'Regionalization' of policing.

The obligation of municipalities to transfer existing equipment and supplies is a necessary and reasonable requirement, but is not without a few associated problems. The tendency to avoid any expenditures for replacement and/or maintenance prior to 'Regional' take-over could result in increased start-up costs to bring equipment to an acceptable level of quality and reliability. Thus, there is a need and justification for Provincial subsidization in the form of grants for 'Regional' Policing municipalities. A per-capita grant for 'Regional' policing, should be made available, based on the conversion costs and extra expenses that usually extend over a number of years.

8. Circumstances relating to the transfer of equipment, supplies and stationery used by the existing Municipal and R.C.M.P. Forces

9. Circumstances relating to the acquisition of existing police signal and communications equipment